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# County of Los Angeles CHIEF EXECUTIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

August 14, 2007

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich,

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "WTF", is written over the printed name of William T. Fujioka.

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## **REPORT ON THE PROGRESS IN STRENGTHENING THE TITLE IV-E WAIVER EVALUATION AND FUNDING FOR PUBLIC HEALTH NURSES USED FOR MEDICAL HEALTH ASSESSMENTS FOR CHILDREN IN FOSTER CARE**

On June 26, 2007, on motion of Supervisor Don Knabe, the Board directed the Chief Executive Officer (CEO) to report back every 30 days on the progress in strengthening the Title IV-E Waiver evaluation by planning, including data management and technology funding necessary to effectively measure the success of the Waiver and how to address the issue of the funding for the Public Health Nurses being used for medical health assessments of children in foster care.

Program staff from the Departments of Children and Family Services (DCFS) and Probation have been working with the State's Title IV-E program evaluator to review County's Capped Allocation Demonstration Project (CADP) Plan, to ensure protocols and programs are developed to effectively measure the success of the Waiver. In addition, on June 26, 2007, your Board approved an agreement with The Casey Family Foundation to fund project management staff, identify other resources that could be made available to supplement the statewide Evaluation Plan, and provide for more detailed qualitative and quantitative local evaluation efforts. DCFS has also filled two key information technology positions specifically for the development of the Financial Reporting Tools and COGNOS programs, necessary to track Waiver expenditures and assessment of program outcomes.



Each Supervisor  
August 14, 2007  
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With regard to the issue of funding for the Public Health Nurses (PHN), the CEO, DCFS and the Department of Public Health (DPH) have met to discuss various options available to the County to sustain sufficient funding to maintain existing staffing levels of PHNs being used for medical health assessments and consultations for children in foster care. Due to the recent Board-approved salary increases for the County nurse items (including PHNs); the amount of funding DPH receives from the California Department of Health Services (CDHS) for the State/Federal Health Care Program for Children in Foster Care (HCPCFC) will fund fewer PHN items. As a result of CDHS' inability to increase DPH's HCPCFC State funding allocation to support these salary increases (which would be matched 25/75 percent by federal funds), DPH calculates that this will result in the loss of 20 budgeted PHN items, and one supervisor assigned to DCFS District offices. Even though these HCPCFC PHNs can only be used to assist social workers in assessing the medical health needs of children not in their home, their loss will significantly affect the ability of DCFS to achieve its goals under the Waiver.

We will report back to your Board in our next status report with potential options to address this issue. Please let me know if you have any questions, or you may contact Brian Mahan at (213) 974-1318.

WTF:SRH:BY  
GP:BM:ap

c: Department of Children and Family Services  
Department of Public Health



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WILLIAM T FUJIOKA  
Chief Executive Officer

September 20, 2007

Board of Supervisors  
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Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe,  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

## **REPORT ON THE PROGRESS IN STRENGTHENING THE TITLE IV-E WAIVER EVALUATION AND FUNDING FOR PUBLIC HEALTH NURSES USED FOR MEDICAL HEALTH ASSESSMENTS FOR CHILDREN IN FOSTER CARE**

On June 26, 2007, on motion of Supervisor Don Knabe, as amended by Supervisor Michael D. Antonovich, the Board directed the Chief Executive Officer (CEO) to report back every 30 days on the progress in strengthening the Title IV-E Waiver evaluation by planning, including data management and technology funding necessary to effectively measure the success of the Waiver and how to address the issue of the funding for the Public Health Nurses being used for medical health assessments of children in foster care.

### **Status of Title IV-E Waiver Evaluation**

As indicated in my August 13, 2007 status report, program staff from the Departments of Children and Family Services (DCFS) and Probation are working with the Casey Family Programs Foundation (Casey) and the State's Title IV-E Program Evaluator to review the County's Capped Allocation Demonstration Project (CADP) Plan to ensure protocols and programs are developed to effectively measure the success of the Waiver. Specifically, on August 24, 2007, Casey hosted the second California Title IV-E Waiver Data Tracking and Evaluation Planning Meeting with representatives

from DCFS, Probation, Alameda County's Social Services Agency and Probation Department, and the California Department of Social Services (CDSS). The discussions primarily focused on the different evaluation needs of each County and the approach Casey will take in helping to meet those needs including providing fidelity assessments and Waiver Program support.

In addition, DCFS presented a prototype of its proposed Data Dashboard, which is designed to collect, track and report Waiver program outcome data. CDSS and Casey responded positively to the Dashboard and discussed expanding the prototype and the development of a Data Warehouse. DCFS' Bureau of Information Services (BIS) will work with the Title IV-E Management Team and Casey to incorporate format and specific data necessary to fully evaluate the effectiveness of the County's Title IV-E programs.

Additionally, on August 27, 2007, CDSS held its bimonthly State/Counties Evaluation meeting. The State's Title IV-E Program Evaluator, Dr. Charlie Ferguson, stated that although he was pleased with the progress on County observations, he needs to follow-up with the County's fiscal divisions to determine the best possible data source to use for tracking Waiver expenditures and assessment of program outcomes.

### **Public Health Nurses**

With regard to the issue of funding for the Public Health Nurses (PHN), the CEO, DCFS and the Department of Public Health (DPH) have met to discuss various options to maintain PHN staffing levels used for medical health assessments and consultations for children in foster care. As previously reported, the funding shortfall is primarily due to recent Board-approved salary increases for the County nursing items (including PHNs) and the California Department of Health Services' (CDHS) inability to increase Health Care Program for Children in Foster Care (HCPFC) funding. While CDHS funding has remained relatively constant, costs for these positions have steadily increased. DPH was able to use one-time savings in fiscal year (FY) 2006-07 to absorb the increased costs, however, those one-time savings are not available for FY 2007-08.

Therefore, in order to maintain the current PHN staffing levels used for medical assessments and consultations for children in foster care, we have included \$712,000 in net County cost (NCC) in the Supplemental Budget for your Board's consideration. This NCC will allow DPH the ability to draw down Federal matching funds necessary to maintain current PHN staffing levels.

Each Supervisor  
September 20, 2007  
Page 3

If you have any questions or need additional information, please contact me, or your staff may contact Brian Mahan at (213) 974-1318.

WTF:SRH:BY  
GP:BM:lbm

c:     Executive Officer, Board of Supervisors  
         County Counsel  
         Department of Children and Family Services  
         Department of Public Health

Title IV-E Waiver Eval Status 9-30-07.bm

Hammond



WILLIAM T FUJIOKA  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

October 19, 2007

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich  
*[Signature]*  
From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

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Second District

ZEV YAROSLAVSKY  
Third District

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Fourth District

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Fifth District

### REPORT ON THE PROGRESS IN STRENGTHENING THE TITLE IV-E WAIVER EVALUATION

On June 26, 2007, on motion of Supervisor Don Knabe, as amended by Supervisor Michael D. Antonovich, the Board directed the Chief Executive Officer (CEO) to report back every 30 days on the progress in strengthening the Title IV-E Waiver evaluation by planning, including data management and technology funding necessary to effectively measure the success of the Waiver.

As indicated in my August 14, 2007 and September 20, 2007 status reports, program staff from the Departments of Children and Family Services (DCFS) and Probation are working with the Casey Family Programs Foundation (Casey) and the State's Title IV-E Program Evaluator to review the County's Capped Allocation Demonstration Project (CADP) Plan to ensure protocols and programs are developed to effectively measure the success of the Waiver. In addition, DCFS is continuing to work with the Internal Services Department (ISD) to import data necessary to populate DCFS' Data Dashboard, which is designed to collect, track and report Waiver program outcomes.

As you are aware, on September 25, 2007 your Board approved changes to DCFS' budget to include an additional \$18.4 million in Waiver funding to cover operating costs. We are working with DCFS to analyze all Waiver related expenditures to ensure that the Department is operating within the Title IV-E funding stream and will provide an update on this effort in our next status report.

Each Supervisor  
October 19, 2007  
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If you have any questions or need additional information, please contact me, or your staff may contact Brian Mahan at (213) 974-1318.

WTF:SRH:BY  
GP:BM:ap

c: Department of Children and Family Services  
Chief Probation Officer



# County of Los Angeles CHIEF EXECUTIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

April 1, 2008

Supervisor Yvonne Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
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Fifth District

## REPORT ON THE PROGRESS IN STRENGTHENING THE TITLE IV-E WAIVER EVALUATION

On June 26, 2007, on motion of Supervisor Don Knabe, as amended by Supervisor Michael D. Antonovich, the Board directed the Chief Executive Officer (CEO) to report back every 30 days on the progress in strengthening the Title IV-E Waiver evaluation through effective planning, including data management and technology funding necessary to effectively measure the success of the Waiver.

As indicated in my August 13, 2007, September 20, 2007 and October 19, 2007 status reports, program staff from the Departments of Children and Family Services (DCFS) and Probation are continuing to work with the CEO, Casey Family Programs Foundation (Casey) and Dr. Charlie Ferguson, and the State's Title IV-E Program Evaluator to review progress on the County's Capped Allocation Demonstration Project (CADP) to ensure protocols and programs are developed to effectively measure the County's success with the Waiver. One of the tools to be used in this effort is a Children's Social Worker (CSW)/Supervising Children's Social Worker (SCSW) Baseline Survey, which will be emailed to CSWs and SCSWs by April 1, 2008 and will identify CSW/SCSW baseline knowledge and understanding of the Waiver. Similar surveys will be conducted throughout the five-year term of the Waiver to measure the Department's success in this area.

Additionally, on March 5, 2008, DCFS provided your Board with a copy of the semi-annual Title IV-E Waiver Project Progress/Activity Report submitted to the State Department of Social Services on January 23, 2008. As indicated in the report, since the County entered into the CADP on July 1, 2007 and the implementation of the DCFS' first three sequence priorities: Expansion of Family Team Decision-Making (FTDM)

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conferences, Focused Family Finding and Engagement through pilot permanency units at three regional offices and upfront assessments on high-risk cases, the Department's total caseload for out-of-home foster care and Aid For Dependent Children-Foster Care (AFDC-FC) has decreased. Further, Probation has identified two first sequence implementation priorities: Enhanced Cross-systems Case Assessment and Case Planning, Expansion of Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) which are currently underway and have served 96 youths and their families.

DCFS and Probation have established Title IV-E Waiver Teams for project coordination, updates and planning, and also participate with the CEO on the Title IV-E Steering Committee. These collaborative efforts have been essential in allowing the Departments to make critical changes in the way child welfare services are provided to children and families in Los Angeles County.

If you have any questions or need additional information, please contact me or your staff may contact Brian Mahan at (213) 974-1318.

WTF:SRH:MS  
GP:BM:cvb

c: Executive Officer  
County Counsel  
Department of Children and Family Services  
Chief Probation Officer





PATRICIA S. PLOEHN, LCSW  
Director


**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

December 19, 2008

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From: Patricia S. Ploehn, LCSW  
Director

  
Robert Taylor  
Chief Probation Officer

Board of Supervisors  
GLORIA MOLINA  
First District  
MARK RIDLEY-THOMAS  
Second District  
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**TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION  
PROJECT IMPLEMENTATION PLAN: PROGRESS/ACTIVITY REPORT TO  
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES**

On June 26, 2007, your Board approved the *Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Implementation Plan, Edition 1, June 21, 2007*, permitting the Department of Children and Family Services (DCFS) and Probation Department (Probation) to make critical changes in the way child welfare services are provided to children and families in Los Angeles County. As part of the CADP and subsequent Memorandum of Understanding (MOU) with the State, we are to provide semi-annual Progress/Activity Reports to the California Department of Social Services (CDSS). Our first update to CDSS was provided to you on March 5, 2008 with a cover letter describing progress on our Waiver implementation plans.

This is to provide you with an update on our progress in the demonstration project and with the second Title IV-E Waiver Project Progress/Activity Report provided to the California Department of Social Services (CDSS) (Attachment I). The first year in the demonstration project was successful as we continued to safely return children to their families more quickly and to shorten timeframes to permanency. We were able to reduce the number of children in out of home care, improve safety and provide better outcomes for the children and families we serve. We were able to generate \$28.9 million in reinvestment funds at the end of FY 2007-08. This success was accomplished even as the nation began experiencing one of the worst financial crises in

*"To Enrich Lives Through Effective and Caring Service"*

decades and families started feeling the effects of the year-long recession which continues today.

Concern has mounted that this economic downturn could result in increased maltreatment and larger caseloads for DCFS family maintenance and out of home care. The good news is that both of these caseloads at DCFS have continued to decrease. On November 30, 2008, the temporary out of home care placement caseload was 17,025. During the first year of the CADP, the average monthly population for Probation youth residing in group homes decreased by 15% from the previous fiscal year. Trend data for the past seven years shows that the DCFS foster care census has not increased or decreased in correlation to the unemployment rate in Los Angeles County (Attachment II). This is important to note, since the unemployment rate has grown from 5 percent to over 8 percent in the last year.

There is still much cause for concern about the impact of the recession on families. This economic downturn is more severe than any in recent years and potential repercussions are difficult to predict. We view this as a critical time to increase the support the County can offer vulnerable families. A proactive opportunity exists now to use the flexible funding reinvestment to infuse local communities in Los Angeles with more community-based services to help families before crises overwhelm their ability to parent safely. In January 2009, we will recommend to your Board the second sequence of reinvestment, in which we propose to invest over 80 percent of the funds available in community-based services and supports. This investment will allow us to address needs that emerge as the recession continues and is necessary to continue our progress in improving outcomes for children and families. Investing now in more community resources is a crucial part of keeping our momentum going.

DCFS has continued to implement its three first sequence priorities: Expansion of Family Team Decision-Making (FTDM) conferences; focused family finding and engagement through Pilot Specialized Permanency Units at three Regional Offices; and Upfront Assessments on High-risk Cases for Domestic Violence, Substance Abuse and Mental Health issues. As outlined in the attached Progress/Activity Report, DCFS' first sequence priorities are moving our children and families toward desired outcomes.

#### Expansion of Family Team Decision-Making (FTDM)

DCFS increased the number of FTDM facilitators so that regular multidisciplinary team conferences could be held for children placed in group homes, or in foster care for two years or longer with no identified permanency resource. By June 30, 2008, 222 youth in group home placements had a permanency planning conference to focus on their permanency plan. These conferences resulted in identified plans for 120 children to move to the home of parent or relative (61 youth) or to a reduced level of placement, including foster family agencies, licensed foster homes, or specialized foster homes (59 youth).



### Focused Family Finding and Engagement

Specialized Youth Permanency (YP) Units have been established in the Metro North and Pomona Offices to target older DCFS youth most at risk of aging out of foster care without permanent connections. These youth are commonly characterized by: no or limited family connections, multiple runaways, heavy substance abuse, recent psychiatric hospitalization, and repeat runaways. Children's Social Workers (CSWs) in the YP Units carry reduced caseloads and utilize family finding and engagement strategies to identify and connect youth with extended family members. They receive additional training and high level support, as well as consultation with experts in working with older youth.

The Metro North Office existed as a pilot office prior to Waiver implementation staffed by CSWs who did not have reduced caseloads but had special interest and training in working with older youth. Since October 2005, this unit has served 159 high needs youth; over half of these youth have exited the system with connections, including 23 through family reunification, 7 through adoption, 19 through legal guardianship, and 31 through emancipation with lifelong connections. Since May 2008, when the Metro North Unit became a YP Unit under the Waiver and CSW caseloads were reduced to 15–20 youth as planned, 75 youth have been served; of these 75, 11 have returned home, 4 are under legal guardianship, 13 have been placed with relatives, 17 have been placed in lower levels of care, 22 have plans of adoption, and 4 have plans of guardianship. Fifty-three of the youth currently being served who were previously identified as having no or limited connections with family now have visits with siblings or other family members.

The Pomona YP Unit reports that it has served 72 youth. Six youth have successfully exited the system, including 2 through adoption, one through legal guardianship, and three through emancipation with lifelong connections. In addition, 16 youth have moved into lower levels of care, including 7 children placed with relatives, one youth being reunified with parents, 23 youth with plans of adoption, and 13 youth with plans of guardianship. Sixty youth are currently served by the Pomona YP Unit; 55 of these youth who were previously identified as having no or limited connections with family now have ongoing visits with siblings and other family members.

### Upfront Assessments on High Risk Cases

Since October 1, 2007, DCFS has contracted with Shields for Families to provide upfront assessments for the Compton Office. Comprehensive upfront assessments are provided by expert contractors for families with referrals involving substance abuse, domestic violence and/or mental health issues. As appropriate, families are connected to treatment and ancillary services in the community, and in many cases, children are allowed to remain safely in their homes. Two additional offices, Metro North and

Wateridge, have been implementing and utilizing upfront assessments since May 2008. Preliminary data indicate that 400 assessments were completed by June 30, 2008.

As also detailed in the Progress/Activity Report, Probation has continued to implement its two first sequence implementation priorities: Enhanced Cross-Systems Case Assessment and Case Planning; and Expansion of Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT).

#### Enhanced Cross-Systems Case Assessment and Case Planning

The goal of the cross-system assessment process is to provide information regarding mental health needs of youth in Los Angeles County. Probation placement youth are a subset of this population. Preliminary analysis of characteristics indicates that placement youth:

- are slightly younger, with an average age of 15;
- average 3 incarcerations;
- average 1.8 placements, with 59% in first placement;
- exhibit a slightly lower incidence of disruptive behavior disorders than the overall population (this is the strongest predictor of length of time in placement);
- exhibit a similar incidence of mood disorders; and
- have the highest risk score relative to all youth under juvenile supervision.

This profile of youth entering care will help our staff tailor treatment plans and match youth with the most appropriate group home provider.

#### Expansion of Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT)

Probation leveraged grant resources and Medi-Cal in an effort to expand FFT services targeting Probation foster care youth and their families. County contracted vendors, Shields for Families and Starview Adolescent Center, provided FFT services to approximately 132 foster care youth and their families. Program participants were required to have Medi-Cal and reside in the contractors' service areas. In June 2008, 16 Deputy Probation Officers (DPO) were trained and certified in FFT to serve foster care youth that were ineligible to receive services from the contracted providers due to their Medi-Cal status and/or residence outside the contracted providers' catchments areas. The average length of stay in care for these youth was approximately five months, reducing the average length of stay in congregate care by approximately seven months.

During the first year, additional efforts by Probation included the implementation of a Restructure of Placement Services and Utilization of Aftercare Support Services.



### Restructure of Placement Services

Probation has begun to restructure its Placement Services and has developed a Steering Committee comprised of relevant County Departments and community stakeholders. Since the submission of the attached Progress/Activity Report to CDSS, Probation has been working closely with Casey Family Programs (CFP) to enhance service delivery. CFP is providing consultant services in an effort to assist in the development of a Probation Practice Model focusing on Probation's foster care youth population. This Practice Model addresses service needs, as identified by the Placement Restructure Steering Committee, and will be vetted through the Steering Committee prior to full implementation.

### Utilization of Aftercare Support Services

Probation's Placement Services Bureau has established the Placement Aftercare Community Transition Services (PACTS) operation. PACTS Deputy Probation Officers (DPO) carry reduced caseloads and work in concert with MST and FFT providers. These officers will be trained in Functional Family Probation (FFP), an evidence based supervision model based on FFT principles. In June 2008, Placement Title IV-E managers and impacted Supervising DPOs received FFP orientation training. In June 2008, 16 Aftercare DPOs were trained in FFT and began servicing cases in July 2008.

The Title IV-E Waiver Teams, established by DCFS and Probation and their respective Waiver Coordinators, continue to partner with one another. The Teams participate in bi-weekly meetings for project coordination, updates and planning; and convene monthly meetings with a County Steering Committee and Casey Family Programs. Both Departments are involved in additional joint and individual planning and oversight efforts with the State, Alameda County and other stakeholders. In July 2008, DCFS, Probation and the Juvenile Court began participation in the newly implemented Georgetown University Breakthrough Series Collaboration (BSC), which supports the goals and outcomes of the Waiver. The purpose of the BSC is to reduce the number of youth crossing over from the dependency system to the juvenile justice system. The focus of the BSC is also continuous quality improvement and systems change.

Both Departments also continue to work closely with the State evaluator, Charlie Ferguson, Ph.D., on data which will be used to determine whether changes in the funding structure and service delivery system for foster care will result in improved outcomes for dependent and delinquent children and their families. Attached is the University of California Berkeley's Child Welfare Services (CWS) Outcomes Systems Summary for DCFS for data extracted at the end of the first quarter FY 2008 (Attachment III). The baseline performance levels on the federal measures of safety, permanence and well-being established on July 1, 2007 are the outcomes on which DCFS improvement will be measured and will determine the success of the CADP. Since the establishment of baseline data, DCFS has increased the rate of reunification by 1.5% (61.2% to 62.1%); decreased reentry into out of home placement by 2.9%

(10.2% to 9.9%); decreased median time to adoption by 3.6% (33.6 months to 32.4 months); and, increased exits to permanency when a youth has been in care 24 months or more by 14.2% (19.0% to 21.7%).

Based on the evaluation of implementation efforts underway since CADP commencement on July 1, 2007, DCFS and Probation are working closely together to determine if first sequence priorities appear to be successful and should be continued and/or expanded. Each Department will submit a request to your Board for your approval of spending for second sequence Waiver initiatives in early 2009.

In the current deteriorating economic environment, both Departments believe it is critically important that child welfare reinvestment is made in services available for vulnerable families in their communities. To accomplish this, we expect that over two-thirds of our proposed reinvestment will be allocated for community-based services to vulnerable children and their families. Use of these reinvestment funds is subject to the provisions in the federal Terms and Conditions and the Memorandum of Understanding (MOU) between the California Department of Social Services and the County of Los Angeles (see Attachment IV). Section 2.1 of the Terms and Conditions requires participating counties to utilize their annual allotments of Title IV-E funds to expand and strengthen child welfare practice, programs and system improvements. Section G of the MOU requires that any savings realized as a result of the Demonstration Project be reallocated into the provision of child welfare services. The County is permitted to carry over its unexpended federal and State funds to the subsequent year to be reallocated into its child welfare system program.

In addition to the request for Board approval, the Departments will submit another update to your Board in approximately six months. If you have any questions, please call us or your staff may contact Armand Montiel, Manager, DCFS Board Relations Section, at (213) 351-5530.

PSP:TM  
LP:pws

#### Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors



**Los Angeles County**  
**Department of Children and Family Services and Probation Department**  
**Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project**  
**Progress/Activity Report**  
**January 1, 2008 through June 30, 2008**

### Project Overview and Status

The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (CADP) provides Los Angeles County with the financial flexibility necessary to make strategic investments in structural and programmatic reforms needed to better serve children and families. These reforms build upon and compliment ongoing systemic improvements underway among County Departments and their community partners in Los Angeles County. This progress report provides an update on the status of the first sequence of the Department of Children and Family Services (DCFS) and Probation Department (Probation) implementation priorities between January 1, 2008 and June 30, 2008.

The County identified universal and specific service needs and requirements for dependent and delinquent youth. Efforts made to improve outcomes have targeted specific foster care populations. Since the implementation of the CADP on July 1, 2007, the out-of-home caseload for DCFS has decreased by 10.0% (from 23,561 to 21,294) and the total AFDC-FC caseload has decreased by 9.5% (from 18,304 to 16,561) through May 31, 2008 and has decreased 3.8% (from 17,211 to 16,561) since the last reporting period ending December 31, 2007. The following table details AFDC-FC caseloads numbers by federal and non-federal and placement type:

#### DCFS AFDC-FC Caseloads

	Children in FFH			Children in FFA			Children in Group Home			Total		
	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total
Jun-07	2,821	7,603	10,424	1,325	4,097	5,422	1,018	1,440	2,458	5,164	13,140	18,304
Dec-07	2,691	7,112	9,803	1,373	3,971	5,344	879	1,185	2,064	4,943	12,268	17,211
May-08	2,594	6,860	9,454	1,348	3,785	5,133	831	1,143	1,974	4,773	11,788	16,561
% of Change 6/07 to 5/08	-8.0%	-9.8%	-9.3%	1.7%	-7.6%	-5.3%	-18.4%	-20.6%	-19.7%	-7.6%	-10.3%	-9.5%
% of Change 12/07 to 5/08	-3.6%	-3.5%	-3.6%	-1.8%	-4.7%	-3.9%	-5.5%	-3.5%	-4.4%	-3.4%	-3.9%	-3.8%

\*Actual data for June 2008 will not be available until the end of July 2008

During the first year of the CADP, the average monthly population for Probation youth residing in group homes decreased over 15% from the previous fiscal year.

#### Probation Youth In Group Home Placements

	FY 05/06	FY 06/07	FY 07/08
YEARLY TOTAL	15,716	15,983	13,476
AVERAGE/MONTH	1,304	1,332	1,123

## **Department of Children and Family Services**

After considering the target populations, ease and speed of implementation efforts, and breadth of impact on the desired CADP outcomes, DCFS identified three first sequence priorities:

1. Expansion of Family Team Decision-Making (FTDM) Conferences;
2. Focused Family Finding and Engagement through Pilot Specialized Permanency Units at 3 Regional Offices; and,
3. Up-front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues.

### Expansion of Family Team Decision-Making (FTDM) Conferences

As outlined in the Waiver Implementation Plan, DCFS increased the number of FTDM facilitators so that regular multidisciplinary team conferences could be held for children placed in group homes, or in foster care for two years or longer with no identified permanency resource. FTDM facilitators were selected for fourteen specialized positions and became operational in DCFS regional offices between January and April 2008. The addition of the fourteen facilitators allows for regular Permanency Planning Conferences (PPCs) modeled on team decision-making meetings (TDMs) to ensure that a multi-disciplinary team of professionals, family members and caregivers meets regularly to focus on the urgent permanency needs of these youth. Selecting, hiring and training these facilitators constituted an extensive process. In January 2008, specialized facilitators received an intensive five day training provided by the DCFS Training Section in collaboration with California State University, Long Beach. Additional training on facilitation is ongoing for all the FTDM facilitators, and DCFS receives technical assistance on this from the Annie E. Casey Foundation's California Family-to-Family consultants.

By June 30, 2008, 222 youth in group home placements had a PPC held to focus on their permanency plan. These conferences have resulted in identified plans for 120 children to move to the home of a parent or relative (61 children) or to a reduced level of placement, including foster family agencies, licensed foster homes, or specialized foster homes (59 children). These outcomes are encouraging, and the specialized facilitators will continue to convene PPCs quarterly for these youth to ensure all appropriate actions are taken. There are approximately 1,200 DCFS youth in group home placements in Los Angeles, and the goal is to hold a PPC with all of them.



### Focused Family Finding and Engagement through Pilot Specialized Permanency Units at 3 Regional Offices

Specialized Youth Permanency (YP) units have been established to target DCFS' older youth most at risk of aging out of foster care with no permanent connections and who may have the following characteristics: no or limited family connections, multiple recent runaways, heavy substance abuse, recent psychiatric hospitalization, and repeat runaways.

CSWs in the YP units carry reduced caseloads of 15:1 and utilize family finding and engagement strategies, including case mining and internet search technologies, to identify and connect youth with extended family members. They receive additional training and support on youth permanence, as well as expert case consultation and high-level support. Expert consultants continue to train all the staff in these offices to provide a framework of tools on reconciling loss, rebuilding relationships, and supporting belonging. All staff in these offices is being trained on permanency for older youth so the focus of the YP units does not exist in a silo, and so everyone in the office understands and can support the work of the YP units.

The YP Implementation Workgroup created formal written policy and protocols for the YP Units, and meets bi-monthly to discuss ongoing policy issues, case criteria, training, and data collection. As of April 2008, two regional offices, Metro North and Pomona, have been operational and fully staffed with Children's Social Workers (CSWs) and Supervising Children's Social Workers (SCSWs) at the reduced caseload of fifteen (which is flexible up to 24:1 including siblings and cases close to achieving permanency). The Santa Clarita Office, identified as the third regional office for this pilot, recently identified a SCSW and five CSWs to staff their YP unit, which is currently planned to be operational in August 2008.

Surveys have been conducted in all three offices to identify those youth who meet YP criteria. Survey results indicate that 221 youth met YP criteria in the two operational offices and 129 are currently being served by their YP Units. These 129 youth represent approximately 8% of the offices' permanency planning caseload. Office-wide surveys will be conducted at least every six months to continue to assess youth who may benefit from the specialization of a YP unit.

### Up-Front Assessments on High Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues

This priority initiative seeks to prevent unnecessary foster care placements through more thorough investigation and assessment of Child Protection Hotline (Hotline) referrals of alleged child abuse and neglect that require special expertise involving substance abuse, domestic violence and/or mental health

issues. These assessments are conducted on the target population of families with high-risk Hotline referrals in the Compton Office service area. Experts in substance abuse, domestic violence and mental health services provide immediate, comprehensive assessments, and connect families to treatment and ancillary services in the community. These services allow Emergency Response social workers to make more informed case decisions, and in many cases, allow children to remain safely in their homes.

Since October 1, 2007, DCFS has contracted with Shields for Families to provide up-front assessments for the Compton Office. Preliminary data indicate that 400 such assessments have been completed as of June 30, 2008. The outcomes of these assessments are still being evaluated. We are in the process of planning to identify funds to expand up-front assessments for the Department's Emergency Response Command Post (ERCP), and believe this will be accomplished in the next six months. Two additional regional offices, Metro North and Wateridge, have been implementing and utilizing up-front assessments as of May 2008. Due to recent implementation, data from these offices will be available in the next progress report.

### **Probation Department**

In the County's June, 2007 Implementation Plan, Probation identified two first sequence implementation priorities:

1. Enhanced Cross-Systems Case Assessment and Case Planning
2. Expansion of Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT)

Two additional efforts identified in Probation's overall five-year plan are also underway:

3. Restructure of Placement Services
4. Utilization of Aftercare Support Services

### Enhanced Cross-Systems Case Assessment and Case Planning

Probation and the Department of Mental Health (DMH) implemented the first phase of this initiative by identifying and developing the tools to be used in the Cross-Systems Case Assessment. During the initial phase of implementation, one DMH staff was identified and co-located with Probation staff to lift the operational components of this initiative. Within the next 90 days, both Probation and DMH will have the necessary staff in place, trained and conducting assessments. This initiative will promote appropriate placement decisions and collaboration; enhance case planning efforts; increase placement stability and decrease delays in critical treatment during the transition from detention to out-of-home care.



### Expansion of Multi-Systemic Therapy and Functional Family Therapy

Probation has adopted MST and FFT as first line treatment approaches to serve youth at risk of removal from home and youth returning from congregate care. These services are delivered in the home rather than in a clinic or residential treatment setting. Probation has leveraged existing MST and FFT resources and is utilizing a blended funding stream strategy (grant funds, IV-E reinvestment dollars, and Medi-Cal) to provide the expansion of MST and FFT services to Probation placement youth.

Since the implementation of the CADP, Probation has provided MST and FFT services to approximately 132 youth and families. Youth identified for program participation were Probation Placement youth previously residing in congregate care who were released to the care and custody of their parents with MST or FFT services. The average length of stay in care for these youth was approximately five months. It has been projected that the average length of stay in congregate care for Probation Placement youth prior to the CADP was twelve months. It is premature to provide baseline projections as the program is in an early stage.

In June 2008, Probation entered into a contract with the California Institute of Mental Health (CIMH) to obtain certification for three in-house Probation FFT Teams. Sixteen Deputy Probation Officers (DPO) were trained and certified in FFT to serve foster care youth transitioning from group home care back to their homes, support relative/non-relative placements, and support youth transitioning from camp who are identified as high-risk for group home placement. Additionally, CIMH is scheduled to train approximately forty DPOs in Functional Family Probation/Parole (FFPP). In community settings, youth are monitored under FFPP. The treatment and intervention focus shifts to creating a more functional environment within the family with whom the child resides. Research on maintaining and supporting behavior change for troubled adolescents indicates intervention is most effective if promoted within a family context.

Using the FFPP model, DPOs work with families to address the role each member has in generating, and ultimately resolving, "problem behavior." Functional Family DPOs work to engage and motivate all family members by creating a balanced alliance with each, and creating a family focus for treatment. Early interventions reduce blame and negativity among family members and instill hope for change. Families are also referred to needed services in the community that match family interaction styles and provide continued support for the family once the youth is no longer on probation.

### Restructure of Placement Services

Probation has begun to restructure its Placement Services Operation and has developed a Steering Committee comprised of relevant County Departments and various community stakeholders. The Steering Committee has established three workgroups, corresponding to the CADP first sequence initiatives and efforts: Cross-Systems/Case Assessment Planning; Residential Based Services Treatment (RBS); and Transition and Aftercare. The Cross-Systems Case Assessment and Planning Work Group has drafted a protocol and process for assessing youth coming into group home care. The assessment process will include and emphasize parental input and involvement. In addition, Probation and DMH staff will be cross-trained in the assessment protocol and process as well as the multidisciplinary assessment tools. Similarly, the RBS Work Group has completed a draft report on standardizing RBS services, enhancing family engagement and involvement, and standardizing intake and assessment for group home providers. The Transition and Aftercare Work Group has drafted a standardized protocol for youth transitioning from group homes which will include a Team Decision Making-like process. Closely related to this, youth leaving group homes will have an aftercare plan and services.

### Utilization of Aftercare Support Services

To improve the quality of aftercare supervision provided to Probation youth, provide critical overall support to the youth and families that are enrolled in FFT and MST, and ensure that youth have a seamless transition from the group home to the home and community, the Placement Services Bureau has established the Placement Aftercare Community Transition Services (PACTS) operation. PACTS Deputy Probation Officers (DPO) carry reduced caseloads and work in concert with MST and FFT providers. As of June, 2008, sixteen Aftercare DPOs have been trained in FFT and will begin taking cases in July, 2008. In addition, a Group Home Liaison position was developed to assure a seamless feedback mechanism with Residential-Based (Placement) DPOs, treatment service providers, group home providers and DCFS specifically in the areas of transition and transition/discharge planning.

### **Project Administration/Fiscal Management/Implementation Activities**

Planning/Oversight Efforts – As previously reported, both DCFS and Probation have established Title IV-E Waiver Teams led by Waiver Coordinators. The Teams work in concert with one another and continue to participate in bi-weekly Waiver Management Team meetings to provide project coordination and updates and discuss next steps. Both Departments attend monthly implementation meetings with Casey Family Programs and monthly County Steering Committee meetings with the Chief Executive Office (CEO) and have made numerous presentations to the Board of Supervisors, Board of Supervisors Justice and



Children's Deputies, Children's Commission and CEO. The Departments have collaborated to jointly sponsor a community stakeholder meeting on July 14, 2008, providing staff, other County participants, and community partners and stakeholders with a CADP update. Scheduled presenters included CDSS Director John Wagner on the State Perspective, and State Waiver Evaluator, Dr. Charlie Ferguson, on the Statewide Evaluation.

In addition to these joint efforts, **DCFS** is involved in the following planning/oversight efforts specific to its project priorities:

- **Monthly Waiver Coordinator Check-In Call with CDSS** – The DCFS Waiver Coordinator participates in monthly conference calls with Alameda County's Waiver Coordinator and CDSS Waiver Managers.
- **DCFS Executive Team**, led by the Director, meets on a weekly basis; the Waiver Coordinator provides an update, and upper level administration discusses CADP activities, status and challenges.
- **DCFS Waiver Team** meets on a regular basis to discuss progress of CADP initiatives and day-to-day operations.
- **State/County IV-E Fiscal Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties are held to discuss fiscal issues related to Waiver implementation.
- **State/County IV-E Evaluation Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties as well as stakeholders are held to discuss evaluation issues related to Waiver implementation.
- **Family Team Decision Making Roundtable** – The TDM Manager meets on a monthly basis with TDM facilitators countywide to address policy, practice and operational issues and may use the process as a vehicle to address the implementation of permanency planning conferences.
- **PPC/TDM Facilitators** meet bi-weekly to address implementation of PPC/TDMs and outcomes related to PPCs held for youth in group homes.
- **Youth Permanency Implementation Workgroup** meets bi-weekly to address policy and practice issues and expedite implementation of the Youth Permanency Units. A subcommittee, addressing Data Outcomes specific to the Permanency Units, also meets on a regular basis.
- **Up-front Assessment** meetings take place with the Compton Office and Shields for Families to address the implementation of up-front assessments, data collection and outcomes evaluation. Similar meetings have taken place with the addition of the Metro North and Wateridge Offices and their contracted up-front assessment providers.
- **Residentially-Based Services (RBS) Workgroup** meets monthly to discuss reform of residential care, including efforts to reduce the length of stay, for DCFS and Probation youth. A subgroup, the RBS Collaborative, meets semi-monthly to create a redesign proposal for residential care for DCFS and Probation youth. These efforts provide an opportunity to update RBS providers and receive feedback on barriers, successes and opportunities.

- **Other Meetings** are ongoing with the Children's Commissioners, Board Offices, and CEO budget analysts specific to DCFS project components.

**Probation** has facilitated the following project planning/oversight meetings specific to its project priorities:

- **Weekly Probation Title IV-E Management Meetings** to help guide implementation of the CADP Plan and ensure fidelity to the Plan.
- **Monthly Group Home Provider Meetings** are held to address communication needs under the Waiver environment, facilitate communication of the CADP Plan to Probation's group home providers and provide feedback on barriers, successes and opportunities.
- **Quarterly Group Homes Administrators Meetings** are held to increase communication during the Waiver project period.
- **Bench Officers Meetings** are convened to inform Delinquency Bench Officers of the progress of Probation Waiver efforts and to receive feedback from the bench that could be included in ongoing efforts to improve services and move system improvements forward.
- **CADP Stakeholder's Steering Committee (Probation-Specific)**, consisting of representatives from group home providers, Children's Commission, bench officers, school districts, Public Defender's Office, Department of Mental Health and Probation, has been charged with assisting Probation's efforts to align its foster care Placement Operation with the CADP plan and planning and implementation of CADP programs and services.
- **Other Meetings** are ongoing with the Children's and Probation Commissioners, Board Offices, and CEO budget analysts specific to the Probation project components.

Specific Program and Policy Changes – **DCFS** has existing policy on TDM, and written policy has been developed to address the use of Permanency Planning Conferences in each of the Department's 18 offices. Formal policy has been written and disseminated to staff regarding the implementation of the Youth Permanency Units in three regional DCFS offices. Up-front assessments for DCFS Regional offices have not required a program change at this time as they are a continuation of a previous program; however, expansion of up-front assessments to Emergency Response Command Post staff will require program changes which are currently being addressed by the Executive Team, Program Manager and Up-front Assessment Committee.

For **Probation**, program changes included the targeting of placement youth for FFT and MST services and the development of the placement aftercare operation, PACTS. Probation implemented two evidence-based programs, FFT and FFPP, into the Department to serve youth that are impacted by the Waiver.



### **Challenges and/or Technical Assistance Needs**

**DCFS** has experienced the following challenges in implementing the CADP:

- Difficulty in the timely hiring and reporting of allocated staff for expanded Family Team Decision Making and Youth Permanency Units due to County budgeting and hiring requirements.
- Shortage of staff required to monitor and oversee all aspects of up-front assessment implementation.
- The need to develop an automated system to track expenditures and revenue in more detail; presently DCFS must create manual spreadsheets to accurately identify and manually track data and different funding sources.

**Probation** has experienced the following challenges in implementing the CADP:

- Probation's Placement Administrative Services Division employed strategies that would address timely reconciliation of Probation records and CWS/CMS data. This was a large undertaking that required researching hundreds of cases and developing needed packets that would initiate the opening and/or closing of placement cases to maintain accurate records. These efforts will require a significant ongoing workforce effort due to Probation's inability to access CWS/CMS and electronically access Delinquency Court minute orders.
- Inability to warehouse and access foster care data for the mandatory State evaluation. Probation cannot readily access foster care data with its current technology.
- Lack of an automated system to track Probation Placement expenditures. Probation must create separate spreadsheets to accurately identify and manually track data for each Placement case and all case activity to identify projected assistance payment costs and/or reductions as well as numerous trend data.

### **New Initiatives and/or State Waiver Related Program Activities**

#### **DCFS**

Prevention Initiative Demonstration Project (PIDP) – DCFS' \$5 million PIDP was approved by the Board of Supervisors on February 26, 2008. Eight contracts were approved to establish lead agencies in each of the Service Planning Areas (SPAs). Initially, the PIDP was a 12-month project, but DCFS will be pursuing an additional four months of time for the lead agencies and their DCFS regional partners to fully implement their prevention strategies and initiatives. The end date of the PIDP is projected to be June 30, 2009. The evaluation of PIDP will be conducted through a collaborative consisting of Casey Family Programs, First 5 LA, and Professor Jacquelyn McCroskey from the University of Southern

California. The goals of the evaluation are threefold: (1) identify best practices which can be replicated countywide; (2) identify successful leveraging strategies between and within the Community Based Organizations (CBOs), County agencies and private business; and (3) provide DCFS with results to be used to restructure its current contracting process to become more client delivery focused.

Intensive Treatment Foster Care (ITFC)/Multi-dimensional Treatment Foster Care (MTFC) – Working closely with CDSS over the summer of 2007, DCFS received approval for Los Angeles to begin to develop ITFC beds for 72 children, and MTFC beds for 60 children, as alternatives to placing children in group homes. The Los Angeles Board of Supervisors approved contracts for three ITFC providers for 24 beds each and two other providers for 60 beds of Multi-Dimensional Treatment Foster Care (MTFC), a highly structured model of treatment foster care which DCFS got state approval to fund at the ITFC payment rate. All five providers signed their contracts in early January 2008. These five contracts are for a total of 132 beds for the two program types. The training requirements for staff and for treatment foster parents have been one factor that has slowed down implementation. DCFS worked very closely with DMH to provide training opportunities for staff on treatment models. At this point 8 of 11 available beds have had children placed in them. Sixteen more beds are in the process of being certified.

Residentially-Based Services (RBS) Reform – Under the authority of AB 1453 to pilot alternative program designs and funding models, DCFS is working on an RBS demonstration project design. DCFS submitted a letter of intent proposal to CDSS on April 4, 2008, and was subsequently selected to be a participant county. The model is designed to provide concurrent wraparound services to youth and their families while youth are placed in selected RCL 12 and 14 care group homes for reduced lengths of stay, and ongoing wraparound and community-based care after the youth exit residential care. Funding for concurrent wraparound services will come from savings realized from reduced lengths of stay, and a risk pool will set aside funding for youth with extended stays and unanticipated costs.

While Probation has elected not to participate in initial RBS reform pilots, a placeholder was inserted into DCFS' letter of intent to allow Probation's subsequent participation during the pilot period. CDSS has met with participant counties, including Los Angeles, to address the State's required process and timelines and provide technical support. DCFS will be submitting its program design, including system description and alternative funding model, voluntary agreements and waiver requests, to CDSS by October 17, 2008.



**DCFS** will determine if first sequence priorities appear to be successful and should be continued and/or expanded, and if one of the other previously identified initiatives should be implemented. This assessment will include input generated by a large convening of DCFS, Probation and its community partners and stakeholders at the July 14, 2008 Waiver Learning Organization Group (LOG).

**Probation**, in partnership with CIMH, will implement FFPP training to approximately forty DPOs during the next twelve months. The Probation Steering Committee, Probation managers and various stakeholder groups will be developing and implementing a communication plan that best addresses the needs of the Waiver. This body will conduct and review analysis on the outcome data for Probation's second initiative to determine the level of its success and whether there is a need to further expand this initiative in the second year. Additionally, the Steering Committee will be reviewing other identified initiatives and possible supervision models in an effort to determine which initiatives and supervision modifications will be implemented next. It has been agreed that implementation will occur as resources are available to support system improvements and administrative infrastructure needs, and in a manner that will build on supporting current programs while providing enhanced services.

### **Direct Services Activities**

As detailed in earlier sections of this report, during the past six months **DCFS** has provided direct services to children and families under its three first sequence priority initiatives. FTDM has been expanded to provide Permanency Planning Conferences (PPC) to youth in group home care in an effort to expedite permanency for these youth; over 200 FTDM PPCs have been conducted for identified group home youth. Youth Permanency Units have been staffed, and social workers in these units are carrying reduced caseloads of high-need youth with no identified permanency resources, in an effort to locate and connect these youth with permanency resources. Approximately 400 up-front assessments have been conducted in the DCFS Compton Office, and up-front assessments began in two additional regional offices, Metro North and Wateridge, since May 2008.

**Probation** has identified two evidence-based practices, FFT and MST, as a program priority and has already expanded their population to include Placement youth. To date, these programs have been working with 132 Placement youth and their families. PACTS has been implemented and is serving these same youth and families to further support reunification efforts. Probation has entered into a contract with CIMH and received formal FFT training for sixteen DPOs. Additionally, placement supervision and aftercare DPOs will be trained in the promising practice of FFP within the next twelve months to support the transition from congregate care to the home and community.

### **Evaluation Activities**

The primary purpose of the CADP evaluation designed by Charlie Ferguson, PhD, is to determine whether the changes in the funding structure for foster care will result in changes in the functioning of County child welfare systems that lead to improved outcomes for dependent and delinquent children and their families. As reported in the previous Progress Activity Report, Dr. Ferguson's evaluation has three CADP evaluation components: Process, Fiscal, and Outcome.

During the week of April 28, 2008, Dr. Ferguson conducted the second round of Los Angeles County focus groups and key informant interviews for DCFS and Probation in an effort to identify ongoing CADP supervision efforts and overall CADP project understanding.

While Dr. Ferguson is evaluating the CADP on a statewide and countywide basis, DCFS has begun working closely with Casey Family Programs and Dr. Jacquelyn McCroskey of the University of Southern California to implement another local evaluation study of the Point of Engagement strategy, and will build on the design of Dr. McCroskey's initial Point of Engagement (POE) evaluation from 2006. The findings from this previous POE evaluation suggest a set of key measures for further process evaluations of service delivery systems that will be utilized in the new local evaluation design. The local evaluation will be closely aligned with another key effort already underway in Los Angeles County, the Los Angeles Prevention Initiative Demonstration Project (PIDP).

As outlined earlier in this report, the PIDP is a 12-month child abuse and neglect prevention demonstration project intended to create a comprehensive, strength-based, prevention system extending beyond County government and beyond the jurisdiction of any one County department by enhancing existing community based networking systems. The goal of the PIDP is to keep children safe from harm and prevent families from entering, re-entering, and/or experiencing extended stays in the County's health and human services system.

The evaluations of POE and the PIDP are similar enough that many data collection tasks can be merged – especially since prevention evaluation planning built on the original POE evaluation. Because “prevention” has been defined as including families not known to the child welfare system as well as families referred to the Child Protection Hotline and families with open DCFS cases, the broad view of the PIDP also encompasses Waiver related activities.

As a result of Probation's inability to access CWS/CMS and because juvenile justice systems have not historically warehoused needed project evaluation data, technological system enhancements are necessary and will promote the ability to draw down baseline and outcome data. Probation has incorporated many of the



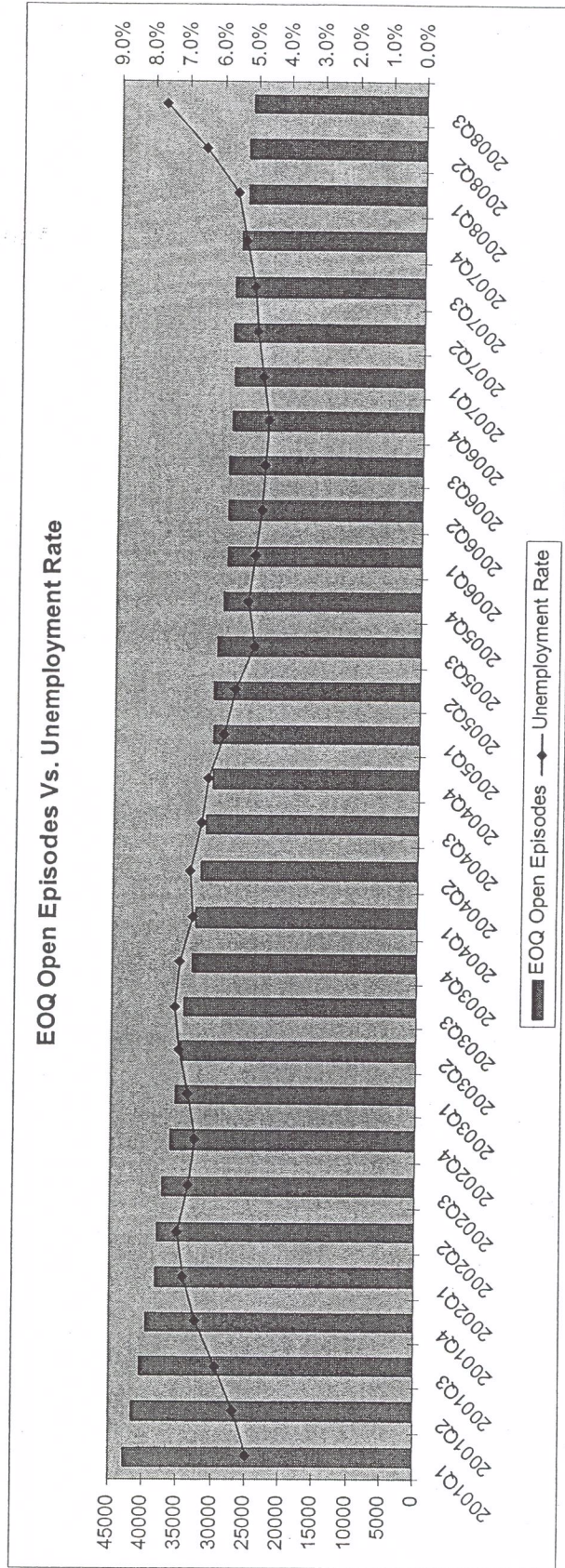
Waiver data needs into the automated system that will be implemented in FY 2008/2009. Additionally, Probation has continued to work with DCFS and the State Evaluator in identifying data that is currently available and needed data enhancements. Probation has been working with the State Evaluator in conducting both internal focus groups and survey to identify baseline data for the evaluation.

#### **Expenditure Narrative Based on Claiming Submissions**

DCFS expanded the following initiatives/strategies utilizing available flexible funds under the Waiver: Family Team Decision Making, Up-front Assessments and Family Finding and Engagement. As of June 30, 2008, the total amount of expenditures incurred for these initiatives/strategies is \$1,439,562. This amount includes salaries and employee benefits in the amount of \$1,027,737, Indirect Costs in the amount of \$298,044, and services and supplies in the amount of \$113,781. These expenditures will be reflected in our revised third quarter claim for fiscal year 2007/2008, and appropriate costs will also be included in the fourth quarter claim.

## ATTACHMENT II

## End of Quarter Episode Population— Seven Year Trend



The overall effect of exits exceeding continually placements is the net reduction in active episodes at any point in time. For each of the past 30 quarters, (with one exception) the number of children with out-of-home episodes on the last day of each quarter has declined, regardless of the unemployment rate.

## Data Sources:

**Unemployment** - Employment Development Department Labor Market Information Division, (916) 262-2162 <http://www.labormarketinfo.edd.ca.gov>. 11/21/2008

**Placement:** Query of active episodes in LA County on last day of quarter (excludes: < 8 day episode, probationers, mental health and kingpin) (AWOLs and others who may not be in continuous placement are included) - CWS/CMS Data - CRC Data Warehouse 12-09-08

12/10/2008



# COUNTY DCFS CWS OUTCOMES SYSTEM SUMMARY

## Q1 2008

	Measure description	Q2 2007 Baseline Performance	Q3 2007 Performance	Q4 2007 Performance	Q1 2008 start date	Q1 2008 end date	Q1 2008 numerator	Q1 2008 denominator	Q1 2008 performance	National Standard or Goal	Comparison to the National Standard
S1.1	No Recurrence Of Maltreatment	93.4	94.6	94.2	04/01/07	03/31/08	9,315	9,980	93.3	94.6	-1.4%
S2.1	No Maltreatment In Foster Care	99.81	99.77	99.72	04/01/07	03/31/08	33,831	33,944	99.67	99.68	0.0%
C1.1	Reunification Within 12 Months (Exit Cohort)	61.2	61.6	62.0	04/01/07	03/31/08	3,987	6,280	62.1	75.2	-17.4%
C1.2	Median Time To Reunification (Exit Cohort) in Months	8.2	8.2	8.2	04/01/07	03/31/08	N.A.	6,280	8.2	5.2	57.7%
C1.3	Reunification Within 12 Months (Entry Cohort)	39.4	40.8	40.4	04/01/07	03/31/08	1,660	4,052	41.0	48.4	-15.3%
C1.4	Reentry Following Reunification (Exit Cohort)	10.2	10.1	9.8	04/01/06	03/31/07	615	6,185	9.9	9.9	0.0%
C2.1	Adoption Within 24 Months (Exit Cohort)	24.5	25.2	23.9	04/01/07	03/31/08	519	2,137	24.3	36.6	-33.6%
C2.2	Median Time To Adoption (Exit Cohort) in Months	33.6	33.4	32.7	04/01/07	03/31/08	N.A.	2,137	32.4	27.3	18.7%
C2.3	Adoption Within 12 Months (17 Months In Care)	14.3	14.6	15.0	04/01/07	03/31/08	1,674	10,890	15.4	22.7	-32.2%
C2.4	Legally Free Within 6 Months (17 Months In Care)	5.1	5.1	6.0	04/01/07	03/31/08	641	9,119	7.0	10.9	-35.8%
C2.5	Adoption Within 12 Months (Legally Free)	59.3	59.7	59.9	04/01/06	03/31/07	1,261	1,610	61.3	53.7	14.2%
C3.1	Exits To Permanency (24 Months In Care)	19.0	19.8	20.9	04/01/07	03/31/08	2,186	10,067	21.7	29.1	-25.4%
C3.2	Exits To Permanency (Legally Free At Exit)	96.7	96.8	96.6	04/01/07	03/31/08	2,187	2,280	95.9	98.0	-2.1%
C3.3	In Care 3 Years Or Longer (Emancipated/Age 18)	66.6	66.8	65.1	04/01/07	03/31/08	1,029	1,610	63.9	37.5	70.4%
C4.1	Placement Stability (8 Days To 12 Months In Care)	87.4	86.5	86.3	04/01/07	03/31/08	9,765	11,353	86.0	86.0	0.0%
C4.2	Placement Stability (12 To 24 Months In Care)	72.2	71.4	71.0	04/01/07	03/31/08	5,087	7,158	71.1	65.4	8.7%
C4.3	Placement Stability (At Least 24 Months In Care)	39.0	39.3	39.6	04/01/07	03/31/08	5,180	13,039	39.7	41.8	-5.0%

Data source: CWS Outcomes Systems Summary for Los Angeles County, October 2008 Report (Data Extract Q1 2008). UC Berkeley's Center for Social Services Research.

All performance data is measured by percentage with the exception of Median Time to Reunification and Median Time to Adoption, which is measured by months.

**TITLE IV-E CHILD WELFARE WAIVER  
CAPPED ALLOCATION DEMONSTRATION PROJECT  
Requirements for Use of Available Child Welfare Reinvestment Funds  
DCFS**

**Background**

The use of available child welfare reinvestment funds is subject to the provisions in the federal Terms and Conditions and the Memorandum of Understanding (MOU) between the California Department of Social Services and the County of Los Angeles.

The specific goals of the State's waiver demonstration are:

- To improve the array of service for children and families and engage families through more individualized approach that emphasizes family involvement;
- To increase child safety without an over-reliance on out-of-home care;
- To improve permanency outcomes and timelines; and
- To improve child and family well-being.

Under the Capped Allocation Demonstration Project, the federal government waived certain Title IV-E requirements to allow flexibility to reinvest in services in the community for children and their families without having to remove them from their homes, and for children who do not meet Title IV-E eligibility requirements.

**Federal Terms and Conditions**

Section 2.1 requires participating counties to utilize their annual allotments of Title IV-E funds to expand and strengthen the child welfare practice, programs, and system improvements throughout the State.

**State MOU Provisions**

Section A of the MOU states that implementation of this flexible funding strategy will support practice, programs, and system improvements intended to result in better outcomes for children and families, in part by reducing reliance on out-of-home placements by reducing the numbers of children placed in out-of-home placements and shortening the time to reunification or alternate permanency with families.

Section G of the MOU provides general fiscal provisions and states that any savings realized as a result of the Demonstration Project must be reallocated into the provision of child welfare services. The County will be allowed to carry over their unexpended federal and State funds to the next year to be reallocated into the CWS program.



Section J of the MOU provides County fiscal provisions and states that the County must maintain an annual level of funding based on County expenditures from FY 2005/06, therefore unexpended County General Fund is considered reinvestment funds and shall be used for further provisions of child welfare services based on the approved County Five Year Plan.

### **Reinvestments To Expand and Strengthen Child Welfare Practice**

DCFS and Probation are currently working to reevaluate projected expenditures for the remaining years of the Waiver to determine how much funding is available in order to recommend additional Waiver investments. This evaluation is expected to be completed within the next three weeks. The following describes the DCFS Waiver initiatives currently funded and those that are being considered for FY 2008-09 by DCFS for submission for Board approval once the available reinvestment funds are calculated.

### **DCFS Implemented First Sequence Initiatives - FY 2007-2008**

- Family Team Decision Making Expansion (FTDM) – 14 Supervising Children’s Social Workers (SCSWs) hold Permanency Planning Conferences for youth in Group Homes.
- Up Front Assessments and additional Family Preservation slots:
  - Implemented at Compton Office.
  - Piloted at Emergency Response Command Post, Metro North Office and Wateridge Office.
- Family Finding and Engagement through Youth Permanency Units with lowered caseloads (1:15) and specialized training and support:
  - Metro North Office
  - Pomona Office

### **DCFS Proposed Second Sequence Initiatives - FY 2008-2009**

- Family Team Decision Making Expansion/Families for Life Conferencing Model and ERCP TDM Facilitators
- Up Front Assessments and additional Family Preservation slots:
  - Expanded to all Regional Offices.
- Family Finding and Engagement through Youth Permanency Units with lowered caseloads (1:15) and specialized training and support:
  - Metro North Office - 2 additional staff.
  - Pomona Office – 3 additional staff.
  - New Santa Clarita Office Unit – 7 staff
- Family Finding and Engagement at Front End
  - Increase US Search Contract.
- Aftercare Services
- Differential Response

Department of Children and Family Services  
WAIVER REINVESTMENT FUNDS FACT SHEET  
FY 2007-08

The first year of the Waiver has proven to be a success. An additional \$28.9 million in Waiver reinvestment funds was generated. These funds will be used to expand and enhance Waiver initiatives in order to further improve services to children and families.

**Administration – Waiver Programs**

Salaries & Employee Benefits	\$ 7,975,000 <sup>(1)</sup>
Services & Supplies	5,120,000 <sup>(2)</sup>
Other Charges	1,653,000 <sup>(3)</sup>
Fixed Assets	317,000 <sup>(4)</sup>
<b>Total Administration Waiver Reinvestment Funds</b>	<b><u>\$15,065,000</u></b>

- (1) Salaries & Employee Benefits reinvestment funds are due to vacancies resulting from hiring delays.
- (2) Services & Supplies reinvestment funds are primarily due to lower than budgeted charges for services from CEO, DHR, and ISD, as well as lease costs.
- (3) Other Charges reinvestment funds are primarily due to lower than budgeted Capital Lease charges.
- (4) Fixed Assets reinvestment funds are primarily due to lower than budgeted expenditures for printers, switches and Cisco software.

**Assistance – Waiver Programs\***

Waiver – Probation Assistance Savings	2,230,000 <sup>(5)</sup>
Waiver - Wraparound Flex Pool	11,584,000 <sup>(6)</sup>
<b>Total Assistance Waiver Reinvestment Funds</b>	<b><u>\$13,814,000</u></b>

- (5) Waiver reinvestment funds generated by a reduction in Probation assistance costs based on a comparison of costs in FY 2006-07 to costs in FY 2007-08.
- (6) Waiver reinvestment funds of \$11.6 million due to the discontinuance of deposits in the Wraparound Flex Pool due to implementation of the Waiver. The funding for the deposits was included in the FY 2007-08 Adopted Budget and was not expended. Prior to implementation of the Waiver, DCFS could claim at a higher rate than the actual payments for federally eligible children and the surplus was deposited in the Flex Pool. Under the capped allocation, there are no additional funds to deposit in the Pool.

\* Does not include \$15.2 million that shows in the closing numbers for FY 2007-08 that were budgeted for the Dual Agency rate increase payments that were delayed due to payment system programming delays. These funds will be carried over in the FY 2008-09 budget in order to issue retroactive payments due to providers for FY 2007-08.





**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

PATRICIA S. PLOEHN, LCSW  
Director

February 11, 2009

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

Board of Supervisors  
GLORIA MOLINA  
First District  
MARK RIDLEY-THOMAS  
Second District  
ZEV YAROSLAVSKY  
Third District  
DON KNABE  
Fourth District  
MICHAEL D. ANTONOVICH  
Fifth District

From:

Patricia S. Ploehn, LCSW  
Director  
Robert Taylor  
Chief Probation Officer

**TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION  
PROJECT IMPLEMENTATION PLAN: PROGRESS/ACTIVITY REPORT TO CALIFORNIA  
DEPARTMENT OF SOCIAL SERVICES**

On June 26, 2007, your Board approved the *Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Implementation Plan, Edition 1, June 21, 2007*, permitting the Department of Children and Family Services (DCFS) and Probation Department (Probation) to make critical changes in the way child welfare services are provided to children and families in Los Angeles County. As part of the CADP and subsequent Memorandum of Understanding (MOU) with the State, we are to provide semi-annual Progress/Activity Reports to the California Department of Social Services (CDSS). Our first two reports to CDSS were provided to you on March 5, 2008 and December 19, 2008. Attached is the third Title IV-E Waiver Project Progress/Activity Report, covering the July 1, 2008 to December 31, 2008 period, submitted to CDSS on January 23, 2009.

The Departments will submit another update to your Board in approximately six months. If you have any questions, please call us or your staff may contact Armand Montiel, Manager, DCFS Board Relations Section, at (213) 351-5530.

PSP:TM  
LP:pws

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

*"To Enrich Lives Through Effective and Caring Service"*

**Los Angeles County**  
**Department of Children and Family Services and Probation Department**  
**Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project**  
**Progress/Activity Report**  
**July 1, 2008 through December 31, 2008**

**Project Overview and Status**

The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (CADP) has been successful to date in providing Los Angeles County with the financial flexibility necessary to make strategic investments in structural and programmatic reforms needed to better serve children and families. These reforms continue to build upon and complement ongoing systemic improvements underway among County Departments and their community partners in Los Angeles County. This progress report provides an update on the status of the first sequence of the Department of Children and Family Services (DCFS) and Probation Department (Probation) implementation priorities between July 1, 2008 and December 31, 2008. Since the implementation of the CADP on July 1, 2007, the total DCFS AFDC-FC caseload has decreased by 12.0% through December 31, 2008 (from 18,304 to 16,099 and has decreased 2.8% since the last reporting period ending June 30, 2008 (from 16,561 to 16,099). The following table details AFDC-FC caseloads numbers by federal and non-federal and placement type:

**DCFS AFDC-FC Caseloads**

	Children in FFH			Children in FFA			Children in Group Home			Total		
	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total
Jun-07	2,821	7,603	10,424	1,325	4,097	5,422	1,018	1,440	2,458	5,164	13,140	18,304
Dec-07	2,691	7,112	9,803	1,373	3,971	5,344	879	1,185	2,064	4,943	12,268	17,211
May-08	2,594	6,860	9,454	1,348	3,785	5,133	831	1,143	1,974	4,773	11,788	16,561
Dec-08	2,434	6,682	9,116	1,329	3,759	5,088	877	1,018	1,895	4,640	11,459	16,099
% of Change 6/07 to 12/08	-13.7%	-12.1%	-12.5%	0.3%	-8.2%	-30.7%	-13.9%	-29.3%	-22.9%	-10.1%	-12.8%	-12.0%
% of Change 5/08 to 12/08	-6.2%	-2.6%	-3.6%	-1.4%	-0.7%	-26.8%	5.5%	-10.9%	-4.0%	-2.8%	-2.8%	-2.8%

**Probation Caseloads for Youth in Group Home Placements**

Between the beginning of the reporting period on July 1, 2008 and end of the reporting period on December 31, 2008, the number of Probation youth in group home care decreased by 7.8%. This decrease has resulted in caseload reductions for supervision Deputy Probation Officers (DPO).

**Department of Children and Family Services**

After considering the target populations, ease and speed of implementation efforts, and breadth of impact on the desired CADP outcomes, DCFS identified three first sequence priorities which remained operational during the July 1, 2008 to December 31, 2008 reporting period: Expansion of Family Team-Decision Making (FTDM) Conferences; Focused Family Finding and Engagement through Pilot Specialized Permanency Units at Three Regional Offices; and Up-front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues.

Expansion of Family Team Decision Making (FTDM) Conferences - As outlined in the Waiver Implementation Plan, DCFS increased the number of FTDM facilitators so that regular multi-



disciplinary team conferences could be held for children placed in group homes or in foster care for two years or longer with no identified permanency resource. FTDM facilitators were selected, hired and trained for fourteen specialized positions and became operational in DCFS regional offices between January and April 2008. The addition of the fourteen facilitators allows for regular Permanency Planning Conferences (PPCs) modeled on Team Decision Making (TDM) meetings to ensure that a multi-disciplinary team of professionals, family members and caregivers meet regularly to focus on the urgent permanency needs of these youth. TDM facilitators continue to receive ongoing training on facilitation, and DCFS receives technical assistance in this regard from the Annie E. Casey Foundation's California Family-to-Family consultants.

Outcomes from the TDM expansion are encouraging. By June 30, 2008, 222 youth in group home placements had a PPC held to focus on their permanency plan. These conferences resulted in identified plans for 61 children to move to the home of a parent or relative; and 59 children to move to a reduced level of placement, including foster family agencies, licensed foster homes, or specialized foster homes. Between July 1, 2008 and December 31, 2008, an additional 408 permanency planning conferences were held. Data are available for 11 of the 21 offices. Of the 243 conferences held at these offices, plans were identified for 39 children to move to the home of a parent or relative and 41 children to move to a reduced level of placement, including foster family agencies, licensed foster homes, or specialized foster homes. The specialized facilitators will continue to convene PPCs for these youth to ensure that all appropriate actions are taken. There are currently approximately 1,050 DCFS youth in group home placements in Los Angeles County, and the goal is to hold a PPC for each youth.

Focused Family Finding and Engagement through Pilot Specialized Permanency Units at Three Regional Offices - Specialized Youth Permanency (YP) Units were established to target DCFS' older high need youth most at risk of aging out of foster care with no permanent connections. CSWs in the YP Units carry reduced caseloads and utilize family finding and engagement strategies to identify and connect youth with extended family members. The YP Implementation Workgroup created formal written policy and protocols for the YP Units, and continues to meet on a bi-monthly basis to discuss ongoing policy issues, case criteria, training, and data collection. As of April 2008, two regional offices, Metro North and Pomona, were operational and fully staffed with Children's Social Workers (CSW) and Supervising Children's Social Workers (SCSW) at the reduced caseload of fifteen (which is flexible up to 24:1 including siblings and cases close to achieving permanency). The Santa Clarita Office, identified as the third regional office for this pilot, has gradually come on board since June 2008; the Unit is currently staffed by one SCSW, one half-time and three full-time CSWs with reduced caseloads.

YP Unit SCSWs are very enthusiastic about the outcomes for the youth they serve. They report that, due to reduced caseloads and expert training, YP Unit CSWs are better able to establish relationships with the youth and focus their energies on identifying and reconnecting the youth with family. During the Waiver period, the Metro North YP Unit has served 75 youth. Of these 75 youth, eleven returned home, four are under legal guardianship, 13 were placed with relatives, 17 were placed in lower levels of care, 22 have plans of adoption, and four have plans of guardianship. Fifty-three of the youth currently being served who were previously identified as having no or limited connections with family now have ongoing visits with siblings or other family members.



During the Waiver period, the Pomona YP Unit has served 72 youth. Six successfully exited the system--two through adoption, one through legal guardianship, and three through emancipation with lifelong connections. In addition, 16 moved into lower levels of care, including seven placed with relatives; one reunified with parents; 23 have a plan of adoption; and 13 have a plan of guardianship. Sixty youth are currently served by the Pomona YP Unit; 55 of these youth who were previously identified as having no or limited connections with family now have ongoing visits with siblings and other family members. The Santa Clarita YP Unit currently serves 58 youth. Six have adoption plans, two have legal guardianship plans, one has reunified with parents, five have moved to lower levels of care, five have achieved "permanent and meaningful connections," and one youth has passed her GED due to the ongoing support and guidance of her CSW.

Up-Front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues - This priority initiative seeks to prevent unnecessary foster care placements through more thorough investigation and assessment of Child Protection Hotline (Hotline) referrals of alleged child abuse and neglect that require special expertise involving substance abuse, domestic violence and/or mental health issues. Assessments are conducted on the target population of families with high-risk Hotline referrals; experts in substance abuse, domestic violence and mental health services provide immediate, comprehensive assessments, and connect families to treatment and ancillary services in the community. These services allow Emergency Response (ER) CSWs to make more informed case decisions, and in many cases, allow children to remain safely in their homes.

Since October 1, 2007, DCFS has contracted with SHIELDS for Families to provide up-front assessments for the Compton Office. In May 2008, two additional regional offices, Metro North and Wateridge, and the Emergency Response Command Post (ERCP), which handles referrals of child abuse and neglect at night, on weekends and holidays, began implementing and utilizing up-front assessments in a limited fashion, with a number of additional contracted agencies in their Service Planning Areas (SPA). Approximately 400 assessments were completed as of June 30, 2008. In the subsequent five months (July – November) 392 additional assessments were completed, serving 307 families with 688 children.

### **Probation Department**

After review and analysis of data regarding the impact of Waiver services on outcomes, Probation has committed to the continuation of its first sequence priorities; Cross-Systems Case Assessment and Case Planning, and Expansion of Functional Family Therapy (FFT). Additionally, Probation has identified a third program priority that will be implemented in the second year of the Waiver, establishment of a Prospective Authorization and Utilization Review Unit.

Cross-Systems Case Assessment and Case Planning - Probation and the Department of Mental Health (DMH) continued to utilize the Cross-Systems Case Assessment and Planning Initiative implemented in the first year of the Waiver. This initiative will promote appropriate placement decisions and collaboration; enhanced case planning efforts; increased placement stability and decreased delays in critical treatment during the transition from detention to out-of-home care. Probation and DMH made enhancements to the existing assessment-reporting tool to ensure that all critical information is provided to both the supervision DPO and the out-of-home care provider.



## Progress Activity Report

January 23, 2009

Page 4 of 10

During the January 1, 2008 to June 30, 2008 period, 110 Probation youth in suitable placement were administered the Cross-Systems Case Assessment. Findings indicated that, of the 110 youth sample: the average age was 15 years; 33.6% recidivated (were re-arrested and returned to Juvenile Hall); 16.4% recidivated in 30 days or less; 14.5% had minimal to no mental health histories and were not taking psychotropic medication; 12.7% had serious mental health histories and chronic psychiatric issues; 10.9% had serious mental health problems in combination with serious behavior problems; and, 10.9% had solely serious behavior problems.

Expansion of Functional Family Therapy (FFT) - Probation's Placement Community Transition Services (PCTS) utilizes FFT services as one of its core community based supportive "after-care" services. Two Community Based Organizations, SHIELDS for Families, and Starview Community Services, provide these services to Probation youth and their families. In order to qualify for FFT services, youth must have previously resided in congregate care and been released to their parents with FFT services.

As of December 2008, Probation enrolled 274 Placement youth and their families in FFT. Of this number, 58 youth have successfully graduated FFT and 145 still receive services. Additionally, in an effort to support FFT activities, Probation trained 14 Placement Community Transition Services (PCTS) DPOs in the use of FFT to serve youth and families that reside outside the service areas of the two contracted vendors. On December 1, 2008, PCTS Supervising Deputy Probation Officers (SDPO) were trained in Functional Family Probation (FFP). On January 26, 2009, 14 supervision PCTS DPOs will receive FFP training. The DPOs will use the new model of supervision once they have completed the training, as required by the National FFP program. Training, coordinated by the California Institute for Mental Health (CIMH), will continue until all 40 PCTS DPOs are trained in FFP.

Between July 2007 and August 2008, 129 Probation youth and their families have received FFT services. Nineteen youth continued to receive FFT treatment, and 110 youth have been discharged from treatment, 52 (47%) of which completed FFT treatment. The average length of treatment for all completed cases was 147 days. The youth who participated in FFT were predominately male and were, on average, 15.5 years of age. Fifty-three percent were Hispanic, 42% African-American, 2.3% Caucasian, and 2.3% Asian.

In order to evaluate program effectiveness, two sets of analyses were performed. The first set of outcome analyses compared all youth who were discharged from FFT to the comparison group (youth that closely resemble the FFT youth) on re-arrest and subsequent sustained petitions outcomes. The second set of analyses compared all youth who successfully completed FFT to comparison group youth on re-arrest and subsequent sustained petitions outcomes. For purposes of program evaluation, a comparison group of 140 Probation youth that closely resembled/matched the FFT group on demographics and Suitable Placement involvement were evaluated (See Attachment I).

### **Project Administration/Fiscal Management/Implementation Activities**

Planning/Oversight Efforts – DCFS and Probation Waiver Teams continue to work in concert and participate in regular Waiver Management Team meetings to provide project coordination and updates and discuss next steps. Both Departments attend bi-monthly implementation meetings with Casey Family Programs and monthly County Steering Committee meetings with the Chief Executive Office (CEO) and have made numerous presentations to the Board of



Supervisors, Justice and Children's Deputies, Children's Commission and CEO. The Departments jointly sponsored a community stakeholder meeting on July 14, 2008, providing staff, other County participants, community partners and stakeholders with a CADP update. CDSS Director John Wagner provided the State Perspective, and State Waiver Evaluator, Dr. Charlie Ferguson, presented on the Statewide Evaluation (See Attachment II). In addition to these joint efforts, **DCFS** continues to be involved in the following planning/oversight efforts specific to its project priorities:

- **Monthly Waiver Coordinator Check-In Call with CDSS** – The DCFS Waiver Coordinator participates in monthly conference calls with Alameda County's Waiver Coordinator and CDSS Waiver Managers.
- **DCFS Executive Team**, led by the Director, meets weekly; the Waiver Coordinator provides updates, and upper level administrators discuss CADP activities, status and challenges.
- **DCFS Waiver Team** meets on a regular basis to discuss progress of CADP initiatives and day-to-day operations.
- **State/County IV-E Fiscal Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties are held to discuss fiscal issues.
- **State/County IV-E Evaluation Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties, and stakeholders, are held to discuss evaluation issues.
- **Family Team Decision Making Roundtable** – The TDM Manager meets on a monthly basis with TDM facilitators countywide to address policy, practice and operational issues and often addresses the implementation of permanency planning conferences (PPC).
- **PPC/TDM Facilitators** meet bi-weekly to address implementation of PPCs and outcomes related to PPCs held for youth in group homes.
- **Youth Permanency Implementation Workgroup** meets bi-weekly to address policy and practice issues and expedite implementation of the YP Units. A subcommittee, addressing Data Outcomes specific to the Units, also meets on an as-needed basis.
- **Up-front Assessment** meetings occur several times each month to address the implementation of up-front assessments, data collection and outcomes evaluation. Similar meetings take place with contracted up-front assessment providers.
- **Residentially-Based Services (RBS) Workgroup** has been on hiatus for the past several months while its subgroup, the RBS Collaborative, meets semi-monthly regarding a redesign proposal for residential care for DCFS youth. These efforts provide an opportunity to update RBS providers and receive feedback on barriers, successes and opportunities.
- **Other Meetings** are ongoing with the Children's Commissioners, Board Offices, and CEO budget analysts specific to DCFS project components.

**Probation** facilitates and participates in the following project planning/oversight meetings specific to its project priorities:

- **Weekly Probation Title IV-E Management Meetings** to help guide implementation of the CADP Plan and ensure fidelity to the Plan.
- **Monthly Group Home Provider Meetings** are held to address communication needs under the Waiver environment, facilitate communication of the CADP Plan to Probation's group home providers and provide feedback on barriers, successes and opportunities.
- **Quarterly Group Homes Administrators Meetings** are held to increase communication during the Waiver project period.



- **Bench Officers Meetings** are convened to inform Delinquency Bench Officers of the progress of Probation Waiver efforts and to receive feedback from the bench that could be included in ongoing efforts to improve services and move system improvements forward.
- **CADP Stakeholder's Steering Committee (Probation-Specific)**, consisting of representatives from group home providers, Children's Commission, bench officers, school districts, Public Defender's Office, Department of Mental Health (DMH) and Probation, has been charged with assisting Probation's efforts to align its foster care Placement Operation with the CADP planning and implementation of CADP programs and services.
- **Monthly conference calls** are held with the CEO and DMH regarding Title IV-E administrative and operational needs of all Probation Waiver initiatives.
- **Monthly conference calls** or formal meetings are held with a Casey Family Programs consultant for Probation's Practice Model that impacts Waiver efforts.
- **Monthly conference calls** are held with Casey Family Programs regarding Probation Waiver efforts and/or needs.
- **Other Meetings** are ongoing with the Children's and Probation Commissioners, Board Offices, and CEO budget analysts specific to the Probation project components.

Specific Program and Policy Changes – **DCFS** policy on TDM has been revised to address the use of Permanency Planning Conferences in each of the Department's regional offices. Formal policy has also been written and disseminated to staff regarding the YP Units in the three DCFS offices and the implementation of up-front assessments in all DCFS regional offices and Emergency Response Command Post (ERCP).

**Probation** has implemented a standardized Cross-Systems Assessment Reporting Tool. This tool ensures that all necessary client information is included in the assessment and reported. This information assists the supervision DPO and the group home and/or caregiver in addressing each clients needs. Due to the need to capture and track accurate Probation foster care data that are critical for the implementation of strategies using flexible funding, a new unit of operation has been developed. This operation is charged with tracking all Probation foster care youth and the assistance payments made on their behalf, including Wraparound Services. The new unit is housed within the Placement Administrative Services operation.

#### Challenges and/or Technical Assistance Needs

**DCFS** has experienced the following challenges in implementing the CADP:

- Difficulty in the timely hiring and reporting of allocated staff for expanded FTDM and YP Units due to County budgeting and hiring requirements.
- Shortage of staff required to monitor and oversee all aspects of up-front assessment implementation.
- Lack of an automated system to track expenditures and revenue in more detail, requiring DCFS to create manual spreadsheets to accurately identify and track data and funding sources.

**Probation** has experienced the following challenges in implementing the CADP:

- Difficulty reconciling Probation records and accessing Child Welfare Services/Case Management Systems (CWS/CMS) data, requiring a significant workforce effort for Probation.



- Lack of an automated system to track Probation Placement expenditures, requiring Probation to create separate spreadsheets to accurately identify and manually track data for each Placement case and all case activity to identify projected assistance payment costs and/or reductions as well as numerous trend data.
- Inability to obtain additional required CADP expenditure information, specifically funds used for Wraparound Services. Currently, DCFS and Probation are working together to identify the best methods for sharing information that will lead to appropriate tracking, monitoring, and data reconciliation.

### **Reinvestment of First-year Savings**

DCFS and Probation earned \$28.9 million in reinvestment funds during the first year of the CADP and project spending a portion of this funding, with a majority going to contracted services in the community, in Fiscal Year (FY) 2008-09 and FY 2009-10. With the recent announcement that the United States has been in a recession since December 2007, concern has mounted that the economic downturn could result in increased maltreatment and larger caseloads for family maintenance and out-of-home care. Reforms undertaken the first year of the CADP have been essential in maintaining positive outcomes for children and families during economic downturn and will be built upon to ensure child safety and well-being throughout the recession. By keeping the reform momentum going, the Departments plan to continue to produce additional reinvestment funds to support the needs of children and families even in the midst of the economic crisis. Based on the success of first sequence priorities and input from our community partners and stakeholders, the Departments are currently writing the second sequence plan, detailing plans for FY 2008-09 and FY 2009-10. The Departments' proposed reinvestment strategies for FY 2008-09 and FY 2009-10 are summarized in Attachment II and III. The Departments will be requesting Board of Supervisors approval of the second sequence plan and authority to hire staff positions to support the expansion and/or implementation of Waiver strategies on February 3, 2009.

Both Departments will be monitoring their expenditures under the capped allocation on a regular basis.

### **New Initiatives and/or State Waiver Related Program Activities - DCFS**

Prevention Initiative Demonstration Project (PIDP) – On February 26, 2008, DCFS' \$5 million PIDP was approved by the Board of Supervisors through June 30, 2009. Eight contracts were approved to establish lead agencies in each of the Service Planning Areas (SPA). The PIDP was initially a 12-month project, but DCFS obtained an additional four months of time for the lead agencies and their DCFS regional partners to fully develop and implement their prevention strategies and initiatives. All lead agencies implemented their plans in July 2008. The evaluation of PIDP is conducted through a collaborative of Casey Family Programs, First 5 LA, and Dr. Jacquelyn McCroskey of the University of Southern California. The goals of the evaluation are threefold: identify best practices which can be replicated countywide; identify successful leveraging strategies between and within the Community Based Organizations, County agencies and private business; and provide DCFS with results to be used to restructure current contracting process to become more client delivery focused. A mid-year evaluation of the Project is due by the middle of February 2009, to look at initial promising best practices that were emerging from the first six months of implementation, and the final evaluation is expected to be available no later than August 2009.



Intensive Treatment Foster Care (ITFC)/Multi-dimensional Treatment Foster Care (MTFC) – As previously reported, DCFS received CDSS approval to develop ITFC beds for 72 children and MTFC beds for 60 children, as alternatives to placing children in group homes. The Board of Supervisors approved contracts for three ITFC providers for 24 beds each and two additional providers for 60 MTFC beds, a highly structured model of treatment foster care for which DCFS obtained CDSS approval to fund at the ITFC payment rate. All five providers signed their contracts in early January 2008, providing a total of 132 beds for the two program types. As of December 31, 2008, 24 beds were available and 13 children were placed in these beds. Remaining empty beds are in the assessment process and have been matched with children. In addition, 14 homes are in various stages of certification. Although certification is not complete, potential matches for children with most of these homes have been made while the four to six week assessment process is completed. The potential matching process will expedite placements once the homes have been certified.

Residentially-Based Services (RBS) Reform – As previously reported, Los Angeles County was selected to be part of the RBS Demonstration Project to pilot an alternative program design and funding model under the authority of AB 1453. The model is designed to provide concurrent wraparound services to youth and their families while youth are placed in selected RCL 12 and 14 group homes for reduced lengths of stay, and ongoing wraparound and community-based care after the youth exit residential care. Funding for concurrent wraparound services will come from savings realized from reduced lengths of stay. On October 15, 2008, Los Angeles County issued a Request for Information (RFI) to test market interest in providing RBS services. Several providers submitted letters of interest and met the minimum qualifications. DCFS subsequently submitted a letter to the State asking for permission to formally identify these providers and add RBS as an amendment to their current and upcoming Wraparound contracts. Upon State approval, DCFS will begin discussions with the providers that responded to the RFI and met the minimum qualifications. On November 5 and 6, 2008, DCFS Deputy Director and Waiver Coordinator, Lisa Parrish, Michael Rauso, Angela Shields from DMH, and several Los Angeles providers attended the RBS symposium which highlighted RBS implementation challenges and related topics to assist in developing RBS plans. DCFS continues to work with its RBS consultants on an implementation plan due to the State in March.

### **New Initiatives and/or State Waiver Related Program Activities - Probation**

The Prospective Authorization and Utilization Review Unit will be established to assist in the decision making process to match youth and families with appropriate services, improving consistency in service utilization, as referrals to services will be pre-approved, based on whether or not a youth and family meet the specified focus for each service. This unit will be responsible for reviewing the use of each of these services at designated intervals to ensure that there is a systematic approach to the rationale that allows for extended services that may be required to obtain desired outcomes on a case-by-case basis. This will improve Probation's ability to strategically manage available resources and maximize fiscal resources. Implementation is scheduled for April 2009.



Probation, in partnership with CIMH, will continue to implement FFP training to approximately 40 DPOs during the next six months. The Placement Restructuring Steering Committee will be reviewing and providing feedback on the following:

- Probation Practice Model, developed by Probation and the Casey Family Programs contracted consultant, which will directly target the Department's placement youth and/or youth identified as at imminent-risk of removal from their homes, and
- Recommended "new" Waiver initiatives and possible supervision models in an effort to determine which initiatives and supervision modifications will be implemented next.

The Placement Restructuring Steering Committee will also assist in identifying needed system improvements and administrative infrastructure needs that will build on supporting current programs while providing enhanced services.

### **Direct Services Activities**

As detailed in earlier sections of this report, during the past six months **DCFS** has continued to provide direct services to children and families under its three first sequence priority initiatives. FTDM has been expanded to provide PPCs to youth in group home care in an effort to expedite permanency for these youth; over 600 PPCs have been conducted for identified group home youth during the Waiver period. YP Units have been staffed, and social workers in these units are carrying reduced caseloads in an effort to locate and connect high need youth with permanency resources. These units currently serve close to 200 youth. Finally, approximately 790 up-front assessments have been conducted to assess referrals involving substance abuse, domestic violence and/or mental health issues in the DCFS Compton, Metro North and Wateridge Offices and the ERCP since May 2008.

**Probation** and DMH have conducted approximately 650 Cross-Systems Case Assessments, 540 in FY 2007-08 and 110 during the first six months of FY 2008-09. Probation provided aftercare supervision services to approximately 129 youth in FY 2007-08, and FFT services were provided to 145 families by both Probation and Probation contracted FFT providers during the first six months of FY 2008-09; of the 145 families provided FFT, 15 successfully completed FFT.

### **Evaluation Activities**

As previously reported, the primary purpose of the CADP evaluation designed by Charlie Ferguson, Ph.D., is to determine whether changes in the funding structure for foster care will result in changes in the functioning of County child welfare systems that lead to improved outcomes for dependent and delinquent children and their families. During November and December 2008, Dr. Ferguson conducted a series of key stakeholder interviews with Los Angeles County's external partners in an effort to identify community involvement and overall understanding of the CADP project.

As stated, DCFS, in conjunction with Casey Family Programs and Dr. McCroskey, has begun to evaluate the Los Angeles Prevention Initiative Demonstration Project (PIDP) and Point of Engagement (POE). The evaluations of POE and PIDP are similar enough that many data collection tasks can be merged – especially since the prevention evaluation built on the original POE evaluation. On November 17, 2008, DCFS held a PIDP-POE Learning Session with over

150 attendees from a diverse group of public and private sector agencies and communities. Representatives from the different SPAs convened during afternoon breakout learning sessions to discuss, compare and contrast their experiences in implementing new strategies to prevent child abuse and neglect in the different regions of Los Angeles County. Dr. McCroskey began conducting interviews in November 2008 in the DCFS regional offices with four levels of staff: Regional Administrators, Assistant Regional Administrators, SCSWs and CSWs. Interviews are intended to collect information regarding the history, context and implementation of POE in each regional office and the impact of POE on outcomes for children and families.

As a result of Probation's inability to access CWS/CMS data and because juvenile justice systems have not historically warehoused needed project evaluation data, technological system enhancements are necessary and will promote the ability to draw down baseline and outcome data. Probation has incorporated many of the Waiver data needs into the automated system that will be implemented in March 2009. It is anticipated that the new system will be able to capture the number of active placement youth, number of closed placement cases, average length of stay in out-of-home care, number of placement episodes, number and type of outreach services provided for each case, and assistance payment costs for all Probation Placement youth. Additionally, Probation has continued to work with DCFS and the State Evaluator in identifying data that are currently available and needed data enhancements. Probation has been working with the State Evaluator in conducting both internal focus groups and surveys to identify baseline data for the evaluation.

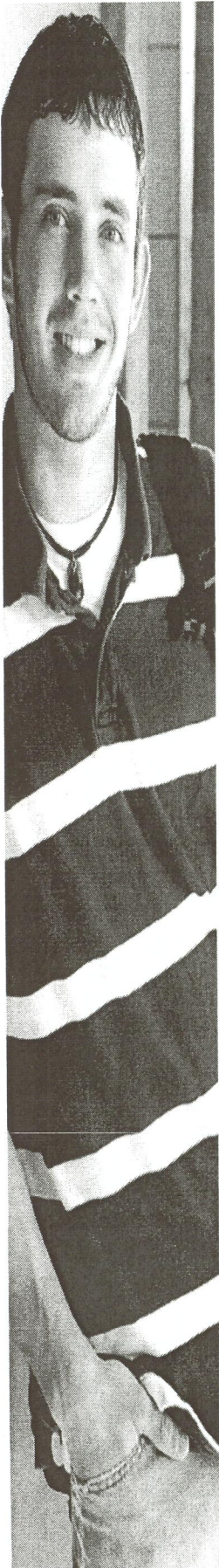
#### **Expenditure Narrative Based on Claiming Submissions**

DCFS expanded the following initiatives/strategies utilizing available flexible funds under the Waiver: Family Team Decision Making; Up-front Assessments; and Family Finding and Engagement. For the period of July 2008 to December 2008, the total amount of expenditures incurred for these initiatives/strategies is \$1,873,324. This amount includes salaries and employee benefits in the amount of \$1,498,659 and Indirect Costs in the amount of \$374,665. These expenditures will be reflected in our revised first quarter claim for fiscal year 2008-09, and appropriate costs will also be included in the second quarter claim.



## Introduction

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This is the first year outcome report, fiscal year 2007/2008, on the County's Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Five-Year County Plan. The Probation Department and the Department of Children and Family Services (DCFS) implemented Title IV-E Waiver CADP in July 2008. The Title IV-E CADP is a federally and state approved demonstration project that provides the County (DCFS and Probation) an opportunity to design and test a wide range of new approaches to the delivery of child welfare services in order to improve outcomes for children and youth. The demonstration is intended to provide valuable knowledge leading to improvements in the delivery, effectiveness and efficiency of services children, youth, and families at-risk. The County's five year demonstration project uses existing Title IV-E funds flexibly to develop new programs and services or enhance existing service programs which prevent or reduce foster care.

Moreover, participation in the Waiver demonstration makes it possible for DCFS and Probation to use a portion of resources formerly restricted to foster care maintenance to underwrite prevention, reunification, and aftercare services. Over the course of the demonstration period, the Probation Department envisions a wide variety of this funding, beginning in the first year with cross-system case assessment and planning, intensive family reunification and aftercare services- Functional Family Therapy. At the start of the Waiver, it was anticipated that the benefits derived from the Waiver would be:

- More flexibility in developing programs and services focused on preventing or reducing foster care or reducing the length of stay;
- Reduction of foster care cost with the investment in services;
- Enhancement of an interdisciplinary approach to assessing the strengths of the family and meeting the needs of individual youth;
- Increase involvement of community partners in the development of a family-focused, community-based aftercare intervention.

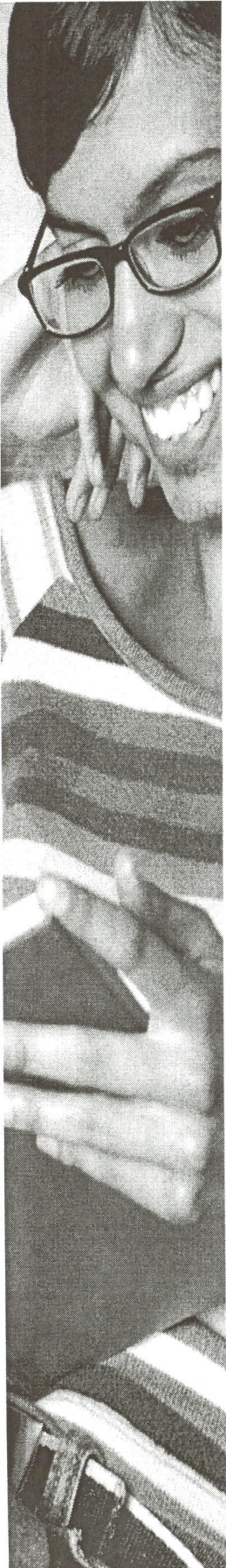
This report assesses whether the Probation Department was able to make improvements in seven key outcome areas:

1. Reducing the reliance on out-of-home care
2. Reducing the length of stay of probationers in congregate care
3. Reducing the timelines to family reunification
4. Reducing recidivism
5. Reducing the rate of re-entry into out-of-home placement following an earlier episode of placement
6. Improving assessment of youth entering group care
7. Improving family well-being



## **Background**

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The Los Angeles County's Title IV-E Waiver CADP Five-Year County Plan was approved by the Board on April 17, 2007, and accepted by the California Department of Social Services (CDSS) as of May 18, 2007. Board approval of the CADP Implementation Plan allows the County to participate in the five-year demonstration project effective July 1, 2007. Under the terms and conditions of the Waiver, for a period of five years, the State and Federal share of foster care funds shall be capped and made available to the County to finance structural and programmatic improvements to the child welfare and probation service delivery systems.

The federal funding cap was established based on actual federal reimbursement for administrative and out-of-home care costs the County received in FFY 02-03, 03-04 and 04-05 with a 2% growth factor added for each year of the Waiver. The State funding cap was established based on the actual reimbursements for out-of-home care costs in FY 05-06 and FY 06-07 Child Welfare Services allocation with a 2% growth factor added for each year of the Waiver. The County's Maintenance of Effort (MOE) was established based on actual expenditures in FY 05-06. There is no increase in NCC.

Prior to implementing Waiver services, DCFS, Probation, and the CEO agreed that it would be fiscally responsible to limit reinvestment spending for the first year of the Waiver to one-fifth, or 20%, of the \$21,108,000 in reinvestment funds which was projected over the five years. This decision was made after consultation with CDSS and the United States Department of Health and Human Services, and discussion with Waiver Demonstration Project state representatives and experts from around the nation. While the front loading of up to 40% of reinvestment funds in the first year is permissible under the Federal Terms and Conditions, other jurisdictions have reported justifiable concerns and poor experience with this spending strategy.

The Departments agreed to split the 20% available in FY 07-08, which was \$4,222,000 along the current reimbursement percentages. DCFS spends approximately 80% of Title IV-E funds reimbursed and Probation spends approximately 20%. Therefore, DCFS received \$3,378,000 in reinvestment funds and Probation \$844,000 in FY 07-08.

## **Title IV-E Waiver Goals**

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The following Title IV-E Waiver goals are universal to both dependent and delinquent populations as a whole:

- Provide more preventive services;
- Increase the number and array of services to allow more children to remain safely in their home;



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- Reduce the reliance on out-of-home care through the provision of intensive, focused, individualized services;
- Reduce the number of children and their length of stay in congregate care while ensuring that individualized case planning and appropriate community alternatives are in place first; and,
- Reduce the timelines to permanency.

The following goal is specific to the delinquent population:

- Reduce the recurrence of maltreatment through a combination of caseload reduction and evidence-based case management interventions.

**Title IV-E Waiver Strategy and Services Initiatives**

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Research findings within the areas of delinquency, substance abuse, and child maltreatment (abuse and neglect) have established an important commonality. The identified findings correlate the risk factors of delinquency, substance abuse, and child maltreatment as largely the same. Research evidence also shows that youth who are abused or neglected are more likely than their non-abused, non-neglected counterparts to experience other negative outcomes later in their lives. Abused and neglected youth experience reduced rates of high school graduation, greater criminality, lower standardized test scores, increased grade repetition, increased teenage pregnancy, and increased substance abuse. Therefore, the research findings affirm that probationers entering foster care (group home and relative and non-relative care) are at high risk of on-going maltreatment. In light of this, Probation has adopted a strategy of reducing risk factors and increasing protective factors in order to reduce delinquency, curtail substance abuse, and reduce the reoccurrence of maltreatment. This strategy incorporates two principal approaches:

1. Employment of a strength-based cross-system case assessment and case planning process and team; and
2. Implementation of Functional Family Therapy, a family-focused aftercare intervention.

The primary goal of this strategy is to create a seamless continuum of services for probationers and their families. The continuum of services begins by employing a strength-based, cross-systems assessment for youth entering group care. These youth are assessed for risk and protective factor targets and screened and evaluated for mental health disorders. This joint assessment is then used to develop an individualized case plan and to determine the most appropriate placement. While the probationer is in group home care, preparation for aftercare transition and family reunification services begin. Upon release from group home care, selected youth are transitioned to Functional Family Therapy, a family system approach which has proven successful in reducing delinquency and the reoccurrence of maltreatment.



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***Waiver Initiative One: Cross-Systems Case Assessment and Case Planning***

Priority Initiative and Description

Cross-Systems Case Assessment and Case Planning pair mental health clinicians and therapists with Placement Deputy Probation Officers (DPOs) to provide an integrated and coordinated assessment of delinquency risk and protective factors and mental health functioning of youth who have been ordered Suitable Placement by the Court. The assessment is used for case planning purposes and for matching the probationer with the appropriate group home provider. It is anticipated that implementation of a strength-based Cross-Systems Case Assessment and Case Planning process will increase the likelihood of identifying best possible placements to respond to the varied needs of youth, thereby improving the chances of achieving youth safety, youth and family well being and family reunification.

The Department of Mental Health research findings support that there is a significant need for a thorough assessment of youth entering out-of-home care. The Department of Mental Health (DMH) conducted two collaborative studies with UCLA utilizing a highly structure diagnostic inventory, the Diagnostic Interview Schedule for Children (DISC). As reflected below in Table 1 these studies provide baseline data for the incidence and prevalence of mental health problems in incarcerated youth in Los Angeles County. It is noted that youth included in these studies are not solely suitable placement youth.

**Table 1**

<b>Psychiatric Diagnoses</b>	<b>UCLA Pilot 2000 (S=only MAYSI+) (Past 4 weeks)</b>	<b>UCLA CFOY Preliminary Data (S=MAYSI+ &amp; -) (Past Year)</b>	<b>Teplin's Cook County Study (S= stratified random)<sup>1</sup> (Past 6 months)</b>	
Disruptive Behavior	48% (45% Conduct)	42% (39.2% Conduct)	<b>DISC Alone</b>	<b>W/Impairment</b>
			41.1% (male)	31.4% (male)
			45.6% (female)	38.0% (female)
			<b>DISC Alone</b>	<b>W/Impairment</b>
Mood Disorder	19%	7.7%	18.7 (male)	16.1% (male)
			21.6 (female)	22.9% (female)
Anxiety Disorder	---	20%	<b>DISC Alone</b>	<b>W/Impairment</b>
			21.3% (male)	20.7% (male)
			30.8% (female)	28.9% (female)
Substance Use	49%	58.1%	50.7% (male) 46.8% (female)	
Psychotic Disorder	---	---	1% (male) 1% (female)	

<sup>1</sup> Teplin, A.; Abram, K.; McClelland, G.; Duncan, M., and Mericle, A. (2002) study was stratified by age, gender and ethnicity.

## 2007 Cross-Systems Assessment and Results

Placement youth are a subset of the population reflected in Table 1. An analysis of characteristics of placement youth in 2007 indicates that they were:

- ✓ Slightly younger, average age of 15;
- ✓ Average 3 detentions;
- ✓ Average 2 placements ;
- ✓ Lower incidence of disruptive behavior disorders than the overall population (this is the strongest predictor of length of time in placement);
- ✓ Similar incidence of mood disorder.

## 2008 Cross-Systems Assessment and Results

A sample (N=110) of suitable placement youth in 2008, covering the period January through June, provides a similar characteristic picture, indicating the following “new” and “re-placement” youth combined:

- ✓ Average age of 15; and
- ✓ Average 3 detentions.

During this 6 month analysis:

- ✓ **66.4%** of the youth in the sample study did not recidivate<sup>2</sup>;
- ✓ **33.6%** of the youth in the sample study did recidivate; and
- ✓ Of the youth that recidivated, **16.4%** of them returned in 30 days or less, as follows:

<u>In Months</u>	<u>Percent</u>
○ 1 month	16.4
○ 2 months	10.0
○ 3 months	4.5
○ 4 months	2.7

Cross-Systems Assessment prevalence findings, during a 6 month period, include:

- **14.5%** of youth were found to have minimal to no mental health histories and were not taking psychotropic medication.
- **12.7%** of youth were found to have serious mental health histories and chronic psychiatric issues such as internalizing clinical diagnoses psychiatric issues- “depressive;” “mood” disorders and serious “trauma.”

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<sup>2</sup> Recidivism for the purpose of this analysis is defined as those youth who were re-arrested and return to Juvenile Hall with “Probation Violations” and/or additional charges.



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- **10.9%** of youth were found to have serious mental health problems in combination with serious behavior problems, such as “Conduct Disorder” or serious penal code offenses.
- **10.9%** of the youth were found to have solely serious behavior problems, with possible “Conduct Disorder;” chronic fighting, serious penal code offenses and gang related activities.

What can be deduced from the 2007 and 2008 preliminary analyses?

- There is a need to assess more “new” cases- research suggests these youth are at highest risk for placement failure.
- Since a higher recidivism among Placement youth occurs during the first 30 to 60 days of their placement, there needs to be a push to have greater family engagement and involvement at the onset of the youth’s group home stay as well as expedited treatment services. Many of the risk factors which place youth at-risk of delinquency, maltreatment and substance abuse also place them at-risk for low engagement and non-retention in group homes.
- There is a need to provide a more in-depth assessment and follow-up treatment services for repeat offenders; these youth tend to have a complex set of problems and risk factors.
- Mental health clinicians working collaboratively with Placement Assessment DPOs ensures that the youth’s assessment addresses their mental health and behavioral needs.
- Mental health screening and assessment of Placement youth is not an option, but a necessity. The data shows that many of the youth suffer from serious mental health disorders.

**Waiver Initiative Two: *Enhanced Family Functioning: Functional Family Therapy (FFT)***

Priority Initiative and Description

Probation has adopted FFT as one of the priority treatment approaches to serve youth returning home from congregate care. Youth are identified and pre-approved for enrollment in FFT services before Probation has requested a Change of Order from the Court. These services are recommended to the Court during the youth’s group home placement episode. FFT services begin once the Court grants a Change of Order from Suitable Placement to Home on Probation.



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FFT Program Results

Los Angeles County Probation Department's Placement Community Transition Services (PCTS) utilizes as one of its core community-based supportive "after-care" services the evidence-based program, FFT. Two Community-Based Organizations, SHIELDS for Families, and StarView Community Services, provide the FFT services to youth under the supervision of the Probation Department and their families. In order to qualify for FFT services with a contracted provider, a probation youth was required to meet specific program inclusion criteria. For purposes of program evaluation, a comparison group of 140 probation youth were obtained that closely resembled/matched the FFT group on demographics and Suitable Placement (SP) involvement.

Beginning July 2007 through August 2008, a total of 129 probation youth and their families have been or are in the process of receiving FFT services. Nineteen youth/families are currently in FFT treatment, and the remaining 110 families have been discharged from treatment. Of the 110 cases that have been discharged, 52 (47%) of the families successfully completed FFT treatment. The average length of treatment for all completed cases was 147 days. The youths who participated in FFT were predominately male and were on average 15.5 years of age. Fifty-three percent were Hispanic, 42% were African-American, 2.3% were Caucasian, and 2.3% were Asian.

In order to evaluate program effectiveness, two sets of analyses were performed. The first set of outcome analyses compared all youths who were discharged from FFT to the comparison group youths on re-arrest and subsequent sustained petitions outcomes. The FFT group consisted of all youths who participated in the FFT program and were ultimately discharged from treatment. The second set of analyses compared all youth who successfully completed FFT to comparison group youths on re-arrest and subsequent sustained petitions outcomes. The program evaluation outcomes can be found in Table 2 and 3.

Outcomes specific to gang affiliation status within the FFT Completion group were also analyzed. The percentage of gang affiliated youth within the FFT group who were re-arrested was compared to the percentage of FFT treatment youth not re-arrested. The same comparison for sustained criminal charges was analyzed and these results can be found in Table 2.



**Table 2: FFT Program Evaluation Outcomes**

OUTCOME	COMPARISON GROUP (140 Youth)	FFT GROUP (110 Youth)	FFT COMPLETION GROUP (52 Youth)
Criminal Arrest Rate	35.0%	29.1%	19.2%
Average # of Days Between SP Termination and Re-arrest	82 days	153 days	195 days
Rate of Sustained Criminal Charges	25.0%	20.0%	9.6%
Average # of Days Between SP Termination and Sustained Criminal Charge	119 days	173 days	245 days
Total Youth Entering Out-of-Home Setting	52 out of 140 37.14%	26 out of 110 23.63%	1 out of 52 1.92%
Youth Entering Camp within 180 Days Post SP Termination	37 out of 52 71.15%	6 out of 26 23.07%	1 out of 1 100%
Length of Time in CAMP Setting within 180 Days Post SP Termination	5,266 Total days	666 Total days	98 Total days

**Table 3: Outcome Analyses for FFT Youth  
With and Without Gang Affiliation**

Outcome	No Gang Affiliation	Gang Affiliation
Criminal Arrests	5 out of 31 (16.1%)	5 out of 21 (23.8%)
Sustained Criminal Petitions	2 out of 31 (6.5%)	3 out of 21 (14.3%)

In order to evaluate treatment progress and outcomes, FFT requires both the youth and parent to complete the Youth Outcome Questionnaire (Y-OQ). The parent completes the parent version and the youth completes a self-report version of the same instrument. The Y-OQ is designed to track actual change in youth functioning as opposed to assigning diagnoses. Through the use of cut-off scores and a reliable change index, the Y-OQ allows the FFT interventionist to assess the youth's behavioral change by comparing pre-treatment assessment to the post-treatment evaluation from both the youth and parent perspective.



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Analysis of the Y-OQ outcome data indicated that there was a significant increase in youth functioning and 42% decrease in negative symptoms with the completion of the FFT program. The data also showed that higher risk youth who started with scores above the clinical cut point improved just as dramatically as did the lower risk youth.

Summary findings indicate that in the first year of implementation the outcomes of the FFT youth supervised by PCTS were extremely positive and are consistent with other published FFT program implementation outcomes. The outcomes clearly suggest youth who participate in some FFT programming (i.e., FFT Group) have better outcomes compared to youth who have no FFT involvement (i.e., Comparison Group). However, the best outcomes are achieved by those youth who successfully complete the full FFT treatment requirements. It was also shown that fewer FFT youths were sent to out-of-home settings following termination from their original Suitable Placement order, and when these youths were sent to Camp Community Placement, the length of time in Camp was shorter compared to comparison group youths.

FFT not only had a positive impact on non-gang affiliated youths but was also shown to impact re-arrest and sustained criminal petition rate for gang affiliated youths. Lastly, the clinical profile of both the FFT youth participants and their parents improved dramatically over the course of FFT treatment. An integration of these results indicates that not only did FFT have an impact on recidivism (as shown in the re-arrest and sustained petition rates) while simultaneously reducing the number and length of subsequent out-of-home placements; FFT treatment participation also reduced the negative clinical and behavioral patterns in the youths and their parents.

### **Impact of Waiver Activities on Outcomes**

As indicated earlier, the Department's Title IV-E Waiver demonstration project was built upon the premise that well-defined outcomes and service initiatives would improve the lives of youth and their families. The following is an analysis of the impact of the Waiver initiatives on the Department's Waiver goals and target benchmarks:

#### ***Impact of Waiver services on reducing the reliance on out-of-home care:***

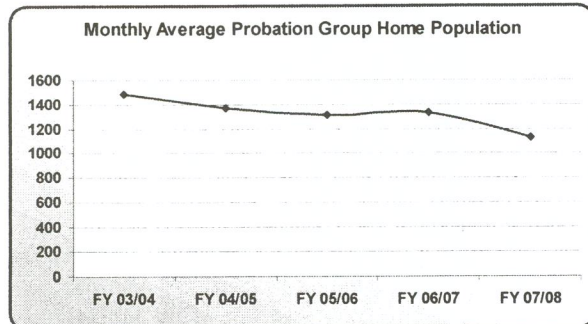
The discussion and evaluation of the decline in group home utilization begins with the recognition that the downward trend started prior to the implementation of the Waiver. This was due, in part, to the availability of the Juvenile Justice Crime Prevention Act (JJCPA) funding and services. In fiscal year 2001/02, JJCPA funded a variety of community-based services, including Multisystemic Therapy. These services provided an alternative to out-of-home care. Further, in fiscal year 2003/04, FFT was implemented as a preventive service for at-risk youth. Departmental efforts and outreach services, such as FFT, jump started the downward trend in Probation youth residing in congregate care, as illustrated in Chart 1. This chart illustrates a steady decline in the average monthly Probation group home population, with the exception of a brief spike in FY 2006/07. The chart illustrates an overall 10% reduction in group home population between FY 2003/04-FY 2006/07. The group home population experienced an additional 16% reduction in FY 2007/08. Further, Chart 2 illustrates and reinforces this downward trend. As illustrated, there was a steady



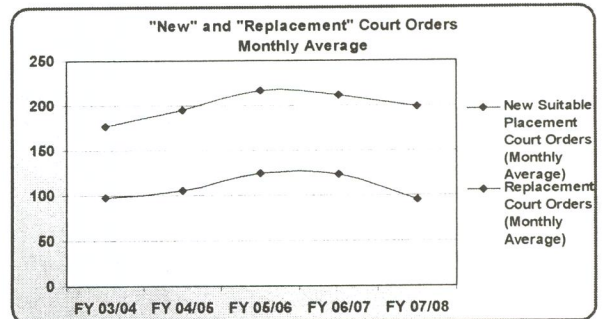
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decline in the number of youth residing in congregate care even though the number of Placement court orders escalated or remained relatively the same during the fiscal years.

**Chart 1**



**Chart 2**



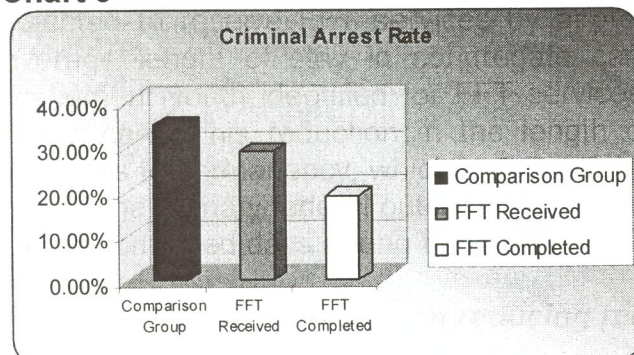
***Impact of Waiver services on reducing the length of stay of probationers in congregate care:***

The findings indicate that Waiver activities did influence the length of stay in congregate care. Probation reduced the average length of stay in congregate care for 134 youth selected to receive FFT services by approximately 6 months. Prior to the Waiver, the average length of stay in congregate care was approximately 12 months. However, Placement youth identified for FFT services, on average, spent only 6 months in group home care. This reduction in the length of stay for these FFT youth shortened their timelines to permanency, which includes family reunification, legal guardian and adoptions; one of the primary federal outcome measures. Put another way, Probation used 1,098 less group home bed days during the first year of the Waiver.

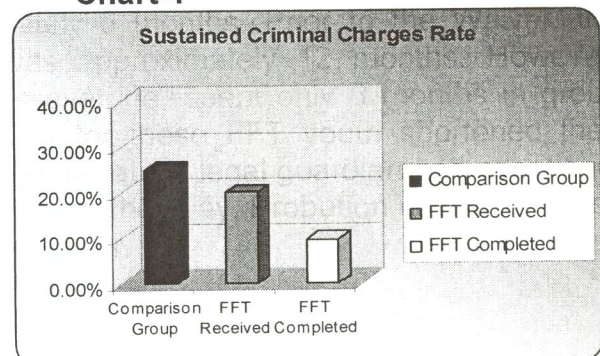
***Impact of Waiver services on reducing recidivism:***

As indicated below in Charts 3 and 4, FFT program outcomes clearly show that youth who participated in FFT had fewer arrests and sustained fewer criminal charges. Equally important, and of great significance to the county, gang involved Placement youth who had the FFT intervention experienced lower rates of arrest and sustained petitions than the non-FFT comparison group. Further, the non-FFT group was arrested 82 days post-placement as opposed to the FFT youth who were arrested 192 days post-group home release. In brief, consistent with the national results, the FFT Waiver initiative proved to be an effective intervention in reducing recidivism among youth FFT participants.

**Chart 3**



**Chart 4**

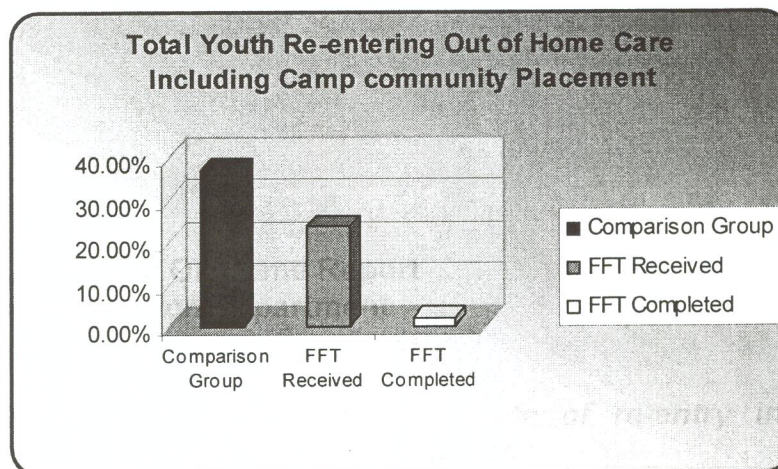




***Impact of Waiver services on reducing the rate of re-entry into out-of-home placement following an earlier episode of placement:***

Chart 5 graphically reveals that the FFT initiative was effective in reducing the rate of re-entry into out-of-home care, specifically Camp Community Placement. Significantly fewer FFT youth re-entered group home care or camp. In fact, as shown below in Chart 5, three (3) times as many non-FFT participants re-entered out-of-home placement.

**Chart 5**



***Impact of Waiver services on improving assessment of youth entering group care:***

With the implementation of the Cross-Systems Assessment and Case Plan Waiver initiative, Probation was able to provide a richer and more in-depth assessment of youth entering group home care. During the first year of implementation, 520 Placement youth were assessed under the guidelines of the new Waiver initiative. Prior to the Waiver, youth received primarily a risk assessment. The only involvement of mental health professionals was in "crisis situations". Now, routinely, there is collaboration between the Department of Mental Health and Probation staff in assessing Placement youth. In turn, Probation is now better able to match the youth's needs with the appropriate group home provider and service.

***Impact of Waiver services on improving youth and family well-being:***

Analysis of the mental health functioning of youth who completed FFT, using the Youth Outcome Questionnaire (Y-OQ) shows a significant decrease in mental health and behavioral symptoms. The Y-OQ is an outcome measure completed before and after participation in FFT. It is a 64-item standardized questionnaire that assesses the youth's global mental health functioning according to both youth self-reports and reports of their parents/caregivers. The Y-OQ score is a self-reporting score that measures the youth's overall functioning. Questions are specifically geared to look for signs of co-morbid symptomatology or negative behavior or functioning such as indications of depression, violent tendencies and suicidality. It also measures general coping skills. The data shown in Table 4 indicates that of the 52 youths completing FFT, pre- and post-treatment, Y-OQ

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assessments were obtained from 28 youths and 22 parents (mothers). Analysis reveals that there was a substantial increase in youth functioning and 42% decrease in co-morbid (negative) symptomatology with the completion of the FFT program. More significantly, the data shows that higher risk youth that started with scores above the clinical cut point, improved just as dramatically (46% down to 14%) as did the lower risk youth. Put another way, at the start of FFT 50% of mothers rated their children as above the clinical cutoff, but only 9% were rated above at the end of FFT.

**Table 4**

<b>Youth Outcome Questionnaires*</b>			
<b>Pre-Post Change Data</b>			
<b>n</b>	<b>Assessment</b>	<b>Total Score</b>	<b>% Change &amp; P Value</b>
28	pre-FFT	41.93	42% decrease
	post-FFT	24.46	p < .01
22	pre-FFT	49.00	46% decrease
	post-FFT	26.45	p < .01

\*Possible YOQ scores range from -16-240; with scores of 46 or higher for youth self-report, and 47 or higher for parent/caregiver report, most similar to clinical populations.

**Table 5**

<b>Youth Outcome Questionnaires</b>				
<b>Clinical Cut-point* Status at Pre and at Post</b>				
	<b>YOQ Self-Report (n=28)</b>		<b>YOQ Mother Report (n=22)</b>	
	<b>% Below clinical cut-point</b>	<b>% Above clinical cut-point</b>	<b>% Below clinical cut-point</b>	<b>% Above clinical cut-point</b>
<b>Pre-FFT</b>	54%	46%	50%	50%
<b>Post-FFT</b>	86%	14%	91%	9%

\* Clinical cut-point on the YOQ-Self-Report is 46 or higher, and 47 or higher for parent/caregiver report.



### ***Fiscal impact of Waiver***

During this first year of reinvestment, which began July 1, 2007, Probation used the modest capped allocation flexible funding to develop and implement two initiatives- Cross-Systems Case Assessment and Case Planning; and Functional Family Therapy (FFT) to improve its outcome measures. The FFT Waiver Initiative proved both cost beneficial and cost-effective. Thus, through the FFT Waiver Initiative, Probation generated \$2.2 million in reinvestment funds by the end of the project's first year.

### **Cost Effectiveness of Functional Family Therapy (FFT)**

As reflected below in Table 6, the cost of providing FFT services in FY 2007-08 was only \$7 a day per youth. When compared to other services provided during the first-year Waiver period, including Wraparound, congregate care, and Camp Community Placement, FFT proved to be the most cost-effective intervention. Table 6 provides a comparison of the daily cost per youth of these services.

**Table 6: Service Cost Comparison for Fiscal Year 2007-08**

<b>Cost</b>	<b>FFT</b>	<b>Wraparound</b>	<b>Group Home</b>	<b>Camp</b>	<b>Juvenile Hall</b>
Daily Cost Per Youth	\$7	\$139	\$194	\$253	\$340

Table 7 shows youths who received FFT services were less likely to go to camp than youths who did not receive FFT services, resulting in Camp cost savings for the FFT youth, but an increase in Camp cost for non FFT participants. Of the youths who participated in FFT, only 6 out of 110 youths, or 5.5%, had a subsequent Camp Order, as opposed to 37 out of 140 youths or 26.5% of the comparison group. In terms of cost, the daily Camp cost for the total number of youths entering camp was \$9,361 for the comparison group, and only \$1,518 for the FFT group. Of those youths who completed the FFT program, only 1 out of 52 youths, or 2%, went to Camp, for a total daily Camp cost of \$253.

**Table 7: Cost Analysis of FFT Program Evaluation Outcomes**

<b>Study Group</b>	<b>Total Youth Studied</b>	<b>Youth Entering Camp</b>	<b>Daily Camp Cost per Youth</b>	<b>Total Daily Camp Cost for # of Youth Entering Camp</b>
Comparison Group	140	37 26.5%	\$253	\$9,361
FFT Group	110	6 5.5%	\$253	\$1,518
FFT Completion Group	52	1 2%	\$253	\$253

### **Reinvestment Funds**

DCFS and Probation realized \$28.9 million in child welfare reinvestment funds during the first year of the Waiver. The Departments have agreed to split the funding available for reinvestment based on the proportion of actual reinvestment savings each Department earned. DCFS earned \$26.7 million in reinvestment funds, and Probation earned \$2.2 million. Probation's \$2.2 million was realized due to a reduction in congregate care. As reported by DCFS, although Probation's congregate care costs decreased by \$11.4 million in FY 2007-08, Wraparound expenditures increased by approximately \$9.2 million, resulting in reinvestment funds of \$2,230,000.

### **Summary and Conclusion**

The Probation Department's Title IV-E Waiver Initiatives had an impact on improving the targeted Waiver outcomes and goal. Of significance and importance, all of the outcome measures are now trending in the right direction. To be sure, the Probation Department is pleased and proud of these outcomes. The challenge now is to continue this outcome trend.

During the first year of implementation, there were lessons learned which will be incorporated into the second year Waiver planning and sequence. Among these lessons are increased and improved family involvement and more prudent use of our intervention resources. FFT has proven to be an effective intervention for Placement youth and their



**Title IV-E Waiver FY 2007/08 Outcome Report  
Los Angeles County Probation Department  
January 21, 2009**

families. Thus, we will use FFT as well as MST on the front end of our system to keep youth united with their families. We anticipate that this will result in a cost saving for the county. Again, as indicated above, Probation realized reinvestment funds of \$2,230,000. We also anticipate even greater results for youth and families during coming years of the Waiver as we work in collaboration with DCFS toward the larger goal of transforming services and service delivery in the child welfare and juvenile justice systems.



# Welcome!!!

*CDSS, DCFS, Probation  
Title IV E Waiver  
Learning Organization  
Group  
(LOG)*



## Logistics and Acknowledgements

- Training Planning Team
- Community  
Partners/Stakeholders
- CSULB/CSULA
- CDSS





## Objectives

- Welcome and (Re) Connection
- Update Status and Progress on the Waiver (State, Local Perspectives, Evaluation)
- Building/Maintaining Momentum (Priorities and Challenges)
- (Re) Engagement: SPA/Office Level (Review Data/Information, Establish Recommended Next Sequence Priorities)

- *Informal Objectives*



## MOMENTUM

- Message
- Overview
- Mandate
- Evaluation
- Next Sequence
- Transformation
- Understanding (Data)
- Moving Forward



## Overview of the Day

- State Perspective
- Statewide Evaluation
- Keeping the Momentum Going: System Transformation (DCFS and Probation Leadership)
- Implementation of Priorities: Lessons Learned
- DCFS Priority Initiatives
- Probation Priority Initiatives



## Agenda: Afternoon

- Break Out Sessions:
- System Transformation  
SPA/Office/Community Level
- What the Data Tell Us:
- Next Sequence Priorities: Discussion and Recommendations
- Summary and Wrap Up





## Icebreaker ?

- At Tables



## Welcome

- Patricia Ploehn: Director, DCFS
- Robert Taylor: Chief Probation Officer

## Title IV E Waiver: "The State Perspective"

*Mr. John Wagner*  
*Director: California*  
*Department of Social*  
*Services*

## The "System" (Greatly Simplified)



?

Fact: We know more about  
the "bunch of stuff" than  
we used to...And SO. . .

?





## Statewide Evaluation of the Waiver

Dr. Charlie Ferguson  
San Jose State University

## System Transformation: Keeping the Momentum Going: *“DCFS Annual Performance Report”* 2007



Patricia S. Ploehn, LCSW, Director,

Los Angeles County

Department of Children & Family Services



## DCFS Basics

- Over 7,000 Employees
- \$1.6 Billion Annual Budget
- Supervision of 36,000 Children
- Less than 19,000 Reside in Temporary Out-of-Home Care
- Over 10,000 of These Children Placed with Relatives

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## 3 Key Outcomes

- Increased Safety
- Reduced Reliance on Out-of-Home Care
- Improved Permanency

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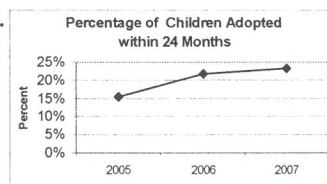
## 5 Innovative Practices

- Points of Engagement
- Structured Decision Making
- Team Decision Making
- Concurrent Planning
- Permanency Partners Program

15

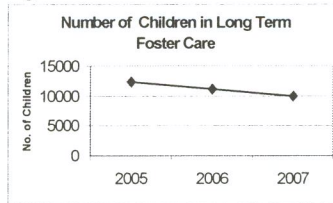
## Key Results of These Efforts

1. The number of children in out of home care has been reduced from a high of nearly 50,000 in 1998 to an all time low of 19,152 by January 2008.
2. The percentage of children adopted within twenty-four months of their initial placement rose by 6.3% in 2006 and by an additional 1.7% in 2007. During this year, 2,121 children were adopted & 15 were safely surrendered.

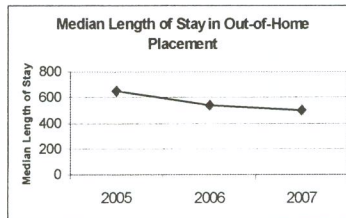


16

3. The number of children in Long Term Foster Care decreased by 9.4% in 2006 and an additional 10.8% in 2007

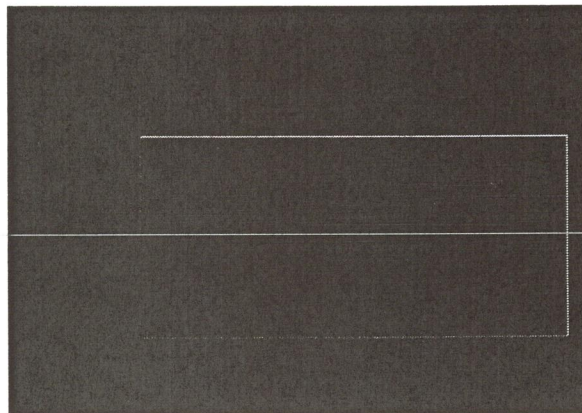


4. The median length of stay in out-of-home placement decreased by 17.4% in 2006 and an additional 6.5% in 2007.



17

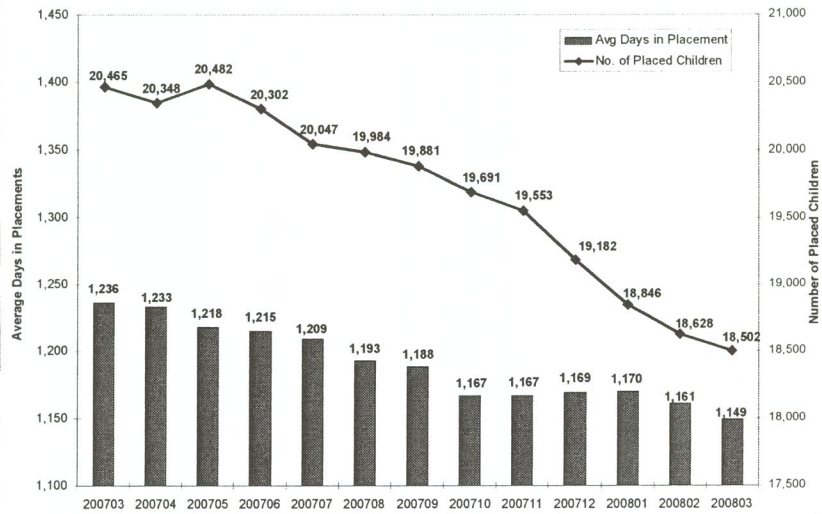
5. The average length-of-time children spent in foster care decreased by 11% in 2006 and by an additional 7.4% in 2007.



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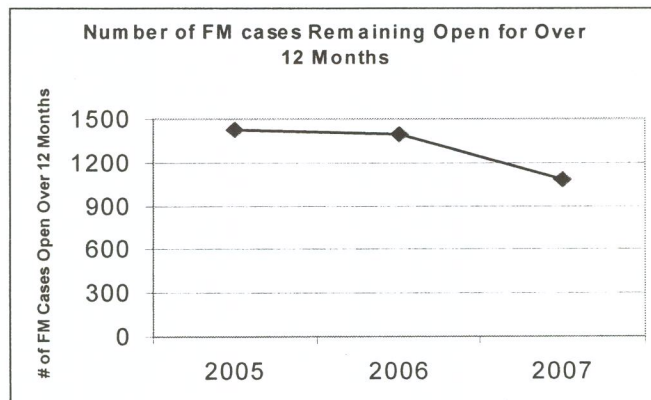


6. The trend continues with the average days in placement decreasing by 7.0% from March 2007 to March 2008.



Data Source: Executive Report, April 2008

7. We significantly reduced the number of Family Maintenance cases remaining open for over 12 months.



8. A multi-year back log of relative and non-relative (ASFA) assessments was eliminated, resulting in a net County cost savings of nearly \$800,000 dollars monthly.

December 2006 - 3215

June 2007 - 250

December 2007 - 152

9. During the 2006-2007 fiscal year the Permanency Partners Program (P3) provided services to 1207 youth who were previously in long term foster care status, bringing the total youth served to over 2000. Also, there was a 29.1 % decrease of runaway youth. As a result of the tremendous success of P3, the program was expanded to include all regional offices.

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### **Potential Impact of Proposed State Budget Cuts**

The proposed State funding reductions, if fully enacted, may affect the well-being of children and families in the following areas:

- Prevention services designed to protect at-risk children from abuse and neglect;
- Reunification services focused on addressing family problems so children can safely return and remain with their families;
- Permanency services intended to ensure children who cannot safely return home can grow up with a new family through adoption or legal guardianship;
- A reduction or elimination in the number of critical programs and contracts or the potential elimination of hundreds of positions;

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### **Potential Impact of Proposed State Budget Cuts**

- Funding cuts of between 5 and 10 percent to caregivers of children in out-of-home care, potentially resulting in the closure of placement resources;
- Reductions in direct services to children and families designed to preserve and support families, facilitate family-based care for high needs children, support and maintain permanency in relative/kinship care and adoptive homes, and ensure successful transition of youth from care into adulthood;
- A reduction in clinical services such as sexual abuse treatment, drug testing and substance abuse treatment;

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### **Moving Forward**

- Flexible Funding (Title IV-E Waiver Implemented July 2007)
- Prevention (Implementation of the Prevention Initiative Demonstration Project)
- Improved Mental Health Services (Katie A)
- Continued Focus on keeping children with Kinship families and providing the Relative Care provider all necessary support



## Moving Forward

- Cooperative Efforts with other Departments and Agencies
- Finding the Best and Safest Placements & Keeping Families Safely Together
- Permanency
- Build Collective Will and Accountability for Change
- Increase Well-Being and Improve Self-Sufficiency
- Impact of Proposed State Budget Cuts – Reinvest Savings

■ Summary: DCFS is proud to be at the forefront in the national movement to transform child welfare and is committed to securing the safety and well being of all children in Los Angeles County.





## DCFS: Implementation of Key Priorities

- *Upfront Assessments on High-Risk Cases*  
Eric Marts
- *Expanded Family Finding and Engagement (Youth Permanency Units)*  
Maryam Fatemi & Tedji Dessalegn
- *Expanded Team Decision Making*  
Lisa Parrish
- *Prevention Initiative Demonstration Project (PIDP)* Angela Carter

## Up-front Assessments

- Contract with community-based agencies to provide upfront assessment of referrals with substance abuse, domestic violence and/or mental health involvement at initiative contact with family or immediately thereafter;
- Utilize standardized tool (BSAP); and
- Provide immediate linkage with services often provided through same agency.

## Current Roll-Out

- Compton – Shields
- Wateridge – Shields
- Metro North – El Centro del Pueblo, Para Los Ninos, and California Hospital/Pico Union
- ERCP Pilot – Shields – SPA 6 (day & night)
  - CII – SPA 4 & 8

## Additional Funding

- Waiver Reinvestment
- Marguerite Casey - \$300,000 over two years
- Seeking additional funding
- SPA 6 results – detention reduced; families linked to services resulting in FR



## Expanded Family Finding and Engagement (Youth Permanency Units)

- CSWs in YP Units with reduced caseloads, servicing high-need youth at risk of aging out of care without permanency
- High Need Youth:
  - no or limited connections
  - multiple recent replacements
  - heavy substance abuse
  - recent psychiatric hospitalization
  - repeat runaways

## Youth Permanency Units (YP)

- YP Units staffed at Metro North and Pomona; Santa Clarita coming on board
- Policy developed and in place
- Office-wide surveys conducted to determine how many youth meet YP criteria in each office
- Designated YP cases transferred into YP Units
- Specialized training and consultation for entire office on Family Finding and Engagement and youth permanency

## Expanded Team Decision Making

- Expand use of TDM to hold Permanency Planning Conferences (PPC) for children in group homes and children in foster care for two years or longer with no identified permanency resource
- Holding regular PPCs ensures that multi-disciplinary team of professionals, family members and caregivers meets regularly to focus on the urgent need of the child for permanency

## TDM Update, Cont.

- 14 additional facilitators hired and trained by April 2008
- Holding Permanency Planning Conferences (PPCs) for children in group homes
- 222 PPCs completed by July 7, 2008



## **Prevention Initiative Demonstration Project (PIDP)**

### **(A \$5 Million Prevention Investment)**

- Approved on February 26, 2008, the PIDP is a 12-month child abuse and neglect prevention demonstration project involving lead community based agencies in each of the 8 Service Planning Areas (SPAs)
- Focusing on a three-prong approach of primary, second and tertiary prevention, the lead agencies with their DCFS regional office partners have the following goals:
- Create healthy communities to prevent child abuse and neglect before it occurs
- Create strong families by increasing community connections
- Leverage opportunities and resources across the prevention spectrum of services, resources and supports
- Strengthen family economic success

## **PIDP Structure**

- The PIDP structure is collaborative and partnership driven:
- Lead CBOs and DCFS regional offices jointly developed geographic and zip code specific plans (strategies and initiatives) which were implemented in June 2008
- Casey Family Programs provides the following supports the PIDP teams
  - Capacity Building
  - Strategic Communications
  - Evaluation – USC, UCLA, Claremont and First5LA
- Timeframe of the PIDP is February 2008 through June 30, 2009.

## LA DCFS OUTCOMES THROUGH DECEMBER 2007

	Q4 2007 Report	National Standard or Goal	Comparison to the National Standard
No Recurrence of Maltreatment	94.3%	94.6%	-0.3%
Reunification Within 12 Months	61.6%	75.2%	-18.1%
Median Time to Reunification	8.2 mths	5.2 mths	57.7%
Adoption Within 24 Months	24.1%	36.6%	-34.2%
Median Time to Adoption	32.5 mths	27.3 mths	19.0%
Reentry Following Reunification	9.8%	9.9%	-1.0%

Data source: CWS Outcomes Systems Summary for Los Angeles County, July 2008 Report (Data Extract Q4 2007). UC Berkeley's Center for Social Services Research.

1/22/2009

## **Probation Priority Initiatives**

- *Enhanced Cross-System Case Assessment/Planning*  
Karen Streich & Carol Sanchez
- *Expansion of Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT)*  
Tracy Jones & Jed Minoff



## **Title IV-E Waiver Priority Initiative: *Placement Stability***

### **■ Cross-Systems Case Assessment**

#### **Assumption:**

Cross-systems case assessment will aid in placing Probation foster care youth in the most appropriate setting matching need with services.

### **Diagnostic Interview Schedule for Children ("DISC") Scores**

- The Department of Mental Health has conducted two collaborative studies with UCLA utilizing a highly structured diagnostic inventory, the Diagnostic Interview Schedule for Children ("DISC"). The following table summarizes the baselines from research findings on incidence/prevalence of mental health problems in the Juvenile Justice Population including, UCLA Pilot Study (2000, local norms), Preliminary Findings UCLA CFOY Project (2003, local norms) and Linda Teplin's Cook County Study (largest, most systematic, published study)

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## Results/Findings

Teplin, A.; Abram, K.; McClelland, G.; Duncan, M., and Mericle.

A. (2002) study was stratified by age, gender and ethnicity

Psychiatric Diagnoses	UCLA Pilot 2000 (S=only MAYSI+) (Past 4 weeks)	UCLA CFOY Preliminary Data (S=MAYSI+ & -) (Past Year)	Teplin's Study (S= stratified random) (Past 6 months)	
Disruptive Behavior	48% (45% Conduct)	42% (39.2% Conduct)	<b>DISC Alone</b>	<b>W/Impairment</b>
			41.1% (male)	31.4% (male)
			45.6% (female)	38.0% (female)
Mood Disorder	19%	7.7%	<b>DISC Alone</b>	<b>W/Impairment</b>
			18.7 (male)	16.1% (male)
			21.6 (female)	22.9% (female)
Anxiety Disorder	---	20%	<b>DISC Alone</b>	<b>W/Impairment</b>
			21.3% (male)	20.7% (male)
			30.8% (female)	28.9% (female)
Substance Use	49%	58.1%	50.7% (male)	
			46.8% (female)	
Psychotic Disorder	---	---	1% (male)	1% (female)

## GOALS OF THE CROSS-SYSTEM ASSESSMENT

- LEVERAGE SCREENING/EVALUATION AND ASSESSMENT INFORMATION TO BETTER IDENTIFY MENTAL HEALTH NEEDS OF SUITABLE PLACEMENT YOUTH
- LEVERAGE EXISTING COLLATERAL INFORMATION ABOUT THE YOUTH FROM PROBATION, INCLUDING RISK ASSESSMENT AND RECORD OF SUPERVISION INFORMATION CONTAINED IN JCMS,
- CONDUCT ADDITIONAL ASSESSMENTS AS NECESSARY TO CLARIFY TREATMENT NEEDS AND GOALS
- FORMULATE A COLLABORATIVE CASE PLAN, INCLUDING RECOMMENDED SERVICES.
- INVOLVE PARENTS IN THE DEVELOPMENT OF THE OVERALL CASE PLAN.
- BETTER INFORM PLACEMENT DECISIONS AND THEREBY REDUCE LENGTH OF STAY IN PLACEMENT AND THE NEED FOR REPLACEMENTS



## **Title IV-E Waiver Priority Initiative** ***Shortening the Timelines to*** ***Family Reunification***

### ■ **Functional Family Therapy (FFT)**

#### Assumption:

FFT works first to develop family members' inner strengths and sense of being able to improve their situation and provides the family with a platform for change and future improved family functioning.

### FFT Clinical Model: Intervention Phases Across Time

#### ***Assessment***




#### ***Intervention***

<i>Engagement</i>	<i>Behavior</i>	<i>Generalization</i>
<i>Motivation</i>	<i>Change</i>	



## **Child and Family Well Being *Youth Outcome Questionnaire***

- Youth
- Pre-FFT Intervention-50% of program youth assessed as having mental health diagnosis.
- Post-FFT Intervention-7% of program youth assessed with mental health diagnosis.
- Parent
- Pre-FFT intervention-69% of program parents assessed as having Mental health diagnosis.
- Post-FFT Intervention-5% of program parents assessed with mental health diagnosis.



**Lunch**

**Stay Tuned!**



## Let's get to work...(SPA Break Outs and Summary Wrap Up)

- Introduction: Making Connections
- Overview: Assigned Leader
- Review Office Data (1 hour for the above)
- Waiver Outcomes, Initiatives Currently Underway, Future Priorities
- Discussion and "Consensus?": SPA/Office Worksheet... Complete Template Priority Handout/Document (45 minutes)
- RETURN TO MAIN ROOM FOR SUMMARY WRAP UP AND CLOSING COMMENTS FROM LEADERSHIP

## SPA/Office Breakouts

- SPA 1 Lancaster, Palmdale  
Ted Myers
- SPA 2 & 5 Santa Clarita, SF Valley, West SFV, West LA  
Angela Carter
- SPA 3 Pasadena, Pomona, Glendora, El Monte, MPU  
Dr. Sophy
- SPA 4 Metro North  
Susan Kerr
- SPA 6 Compton, Wateridge, Vermont Corridor  
Eric Marts
- SPA 7 Belvedere, Santa Fe Springs  
Joi Russell
- SPA 8 Lakewood, Torrance  
Lisa Parrish
- Probation Stakeholders

## Break Out Room Assignments

- Spa I: Club A, 2<sup>nd</sup> floor
- Spa II & V: Alumni A, 2<sup>nd</sup> floor
- Spa III: Board Room, 2<sup>nd</sup> floor
- Spa IV: Alumni B, 2<sup>nd</sup> floor
- Spa VI: Figueroa Room, 2<sup>nd</sup> floor
- Spa VII: Club B, 2<sup>nd</sup> floor
- Spa VIII: California Room, mezzanine
- Probation: Cardinal Room, 2<sup>nd</sup> floor

## To Summarize: Key Themes in Community Partnership, Voice and Capacity Building

- Spa I
- Spa II
- Spa III
- Spa IV
- Spa V
- Spa VI
- Spa VII
- Spa VIII
- Probation



### To Summarize: Next Steps (1<sup>st</sup>)

- Spa I Targeted recruitment and hiring of CSW's
- Spa II School based programs: increased upfront assessments
- Spa III Increase development of cutting edge technologies ie. Evidence based programs
- Spa IV Maximize/develop coordinated system (Existing resources)
- Spa V Develop more upfront assessments
- Spa VI Identify agencies/Increase capacity
- Spa VII ensure trust/sustain relationships
- Spa VIII Maintain the close collaboration with community partners
- Probation Convene a follow up LOG

### To Summarize: Next Steps (2<sup>nd</sup>)

- Spa I Recruitment of Mental Health practitioners
- Spa II Flexible funding (prevention/aftercare): increased probation assessment p/c conflict
- Spa III Improve and expand upfront assessment and program
- Spa IV Equitably allocate resources (staff and \$) across the Department
- Spa V Provision of after-care support services
- Spa VI Continue community collaboration/ to serve POE
- Spa VII Share information/ DCFS Programs
- Spa VIII Expand community participation in child abuse prevention: Build front end resources, ARS
- Probation Establish Youth and family Forums

### To Summarize: Next Steps (3rd)

- Spa I Addressing disproportionality: co-locate staff  
At local schools, utilize FGDM and faith based orgs.
- Spa II Enhanced communication/coordination and  
LACO service integration
- Spa III Develop better community participation at TDM's
- Spa IV Development/outreach to non-traditional  
resources and partners
- Spa V Increase referrals from CPHL directly to CBO/s
- Spa VI Continue faith-based initiative
- Spa VII Share outcome information
- Spa VIII Finding services for families in need that are  
not in the system: continuous improvement in  
operations
- Probation To take our input from break out groups and  
modify probations waiver initiatives

### Summary and “Consensus?!”

■ DCFS

■ Probation



## Summary/Recap

### ***DCFS Priority Initiatives***

- *Upfront Assessments on High-Risk Cases*
- *Expanded Family Finding and Engagement (Youth Permanency Units)*
- *Expanded Team Decision Making*
- *Prevention Initiative Demonstration Project (PIDP Enhanced Cross-System Case)*

### ***Probation Priority Initiatives***

- *Assessment/Planning Expansion of Multi-Systemic Therapy (MST)*
- *Functional Family Therapy (FFT)*

## Review and Summary

### ***Title IV E Waiver Re-investment Strategies!***

- *So Now What? The Next Sequence!!!*
  - ***Summary of Breakout Discussions:***
    - ***GREAT WORK!!!!***



## Closing Thoughts

- From Leadership
- Next Steps?
- Getting Additional Information?
- *Stay Tuned*



***The End...***  
***And a new (continuing) beginning!***

- ***Acknowledgements***
- ***HAVE A GREAT WEEK!***



**Los Angeles County Department of Children and Family Services**  
**Flexible Funding Reinvestment:**  
**A Proactive Approach to Meeting Children's and Families' Needs**  
**January 22, 2009**

The Los Angeles County Department of Children and Family Services' (DCFS) first year in the Title IV-E Waiver Demonstration Project was a success, as DCFS continued to safely return children to their families and shortened the time required to find children safe permanent homes with caring adults. During this first year of reinvestment, which began July 1, 2007, DCFS used the modest capped allocation flexible funding to expand three initiatives that improve safety and strengthen healthy connections between children, families and communities: Team Decision Making; Family finding and engagement; and Upfront assessments for mental health, substance abuse and domestic violence. DCFS also generated \$28.9 million in reinvestment funds by the end of the project's first year. These successes were accomplished even as the nation began to experience one of the worst financial crises in decades and families began feeling the effects of the recession.

**Keeping the Momentum Going During the Recession**

With the recent announcement that the United States has been in a recession since December 2007, concern has mounted that the economic downturn could result in increased maltreatment and larger caseloads for family maintenance and out-of-home care. DCFS reforms have been essential to maintaining positive outcomes for children and families during the first year of the downturn and must be built upon to ensure child safety and well being throughout the recession. By keeping the reform momentum going, we can continue to produce additional reinvestment funds to support the needs of children and families even in the midst of the economic crisis.

- The good news is that the DCFS foster care census is still decreasing. Trend data for the past seven years show that the foster care census did not increase or decrease in correlation to the unemployment rate in Los Angeles County. This is important to note, since the unemployment rate has increased sharply from 5.3% one year ago to a high of 8.9% in November 2008, the most recent month reported.
- While the most recent caseload data are reassuring, there is still cause for concern about the impact of the recession on children and families. This downturn is more severe than any other in recent years, and family and community stressors have increased with potential repercussions difficult to predict.
- The DCFS reform emphasis on community engagement and family support has been at the core of recent child welfare improved outcomes: a steady decline in the out-of-home care caseload in the past five years, a decrease in child abuse recurrence rates and more familial ties and supports for thousands of children in Los Angeles County.
- Investing now in more community resources and family support is a crucial part of keeping this momentum going. An opportunity exists for proactive use of the flexible funding reinvestment to expand community-based services to help families **before** crises overwhelm their ability to parent. In the second sequence of reinvestment, we therefore propose to invest over 80% of funds in community-based services and supports.
- Joining the capped allocation flexible funding demonstration project six months before the longest recession since 1982 has been beneficial for children's services to meet the real and emerging needs of children and families. The terms of the project make it extremely difficult for the state or federal government to decrease the capped allocation revenue the County will receive from them through June 2012, and each year a growth factor of 2% has been locked in for most of this revenue. Since the terms of the agreements require that any reinvestment be spent on child welfare services, the County is able to provide more crucial resources at a very critical time.



### Attachment III

The following planned DCFS initiatives for the second sequence of reinvestment will keep the momentum going and play a vital role in improving the protection of children and the stability of families.

**Up-front Assessments for High-Risk Families on Mental Health, Substance Abuse and Domestic Violence** – To reduce entries into foster care and help parents who need services to expedite reunification, additional Family Preservation (FP) agencies will provide 5,000 expert upfront assessments annually of high risk referrals involving mental health, substance abuse and/or domestic violence; participate in Team Decision Meetings (TDM's); and provide FP and Alternative Response Services (ARS) to 500 additional families across all regional offices. This will allow for immediate, comprehensive assessments and much faster linkages to treatment and ancillary services (e.g., homeless services) for parents in the community. Three administrators will be hired to manage the expansion, including oversight of FP contracts.

**Countywide Prevention Efforts, Such as Differential Response** – Waiver funding will be utilized to implement countywide prevention efforts, such as a differential response program countywide. Appropriate Child Protection Hotline (CPHL) referrals will be diverted to community agencies before family needs escalate and child safety becomes a concern, so families can access services, activities and supports. This will increase shared responsibility for child safety in the community and decrease the number of referrals to regional offices.

**Promoting Safe and Stable Families (PSSF)** – Provide funds to avoid cutting contracts in the middle of the year due to federal cuts, in FY 2008-09 only:

- **Family Support** to strengthen families and reduce the number of entries into foster care. Family Support services provided by community-based agencies promote child and family well-being, by increasing family strength and stability and increasing parents' confidence and competence.
- **Family Preservation** services to reduce the number of entries into foster care and shorten reunification timelines. Family Preservation Agency services support and preserve families who are at risk or experiencing problems in family functioning, with the goal of assuring children reside in safe and nurturing environments.
- **Time Limited Family Reunification Services** to shorten reunification timelines by accessing alcohol and drug assessment and treatment for eligible DCFS families.
- **Adoption Promotion Services and Support (APSS)** to shorten timelines to permanency by expediting the adoption process and supporting adoptive families. Community-based agencies provide information, therapy, support groups and linkages to services.

**Regional Office Community Partnering** - funding to DCFS regional offices to deepen collaborative work with community partners on key reforms such as eliminating racial disproportionality and disparity, and expanding child abuse and neglect prevention services.

**Expansion of Team Decision Making (TDM)** conferences to identify safe alternative plans and services for families investigated for child abuse or neglect at night and on weekends by the Emergency Response Command Post (ERCP). Eight additional TDM facilitators and a supervising manager will be hired as part of the Board approved Katie A. Strategic Plan.

**Expansion of Family Finding and Engagement** to provide high-needs youth with stability and increased connections and permanency. With 9 additional social workers and 3 clericals, the specialized Youth Permanency (YP) Units established in Metro North and Pomona offices with reduced caseloads of 15 and special training will expand to 6 social workers each, and a YP Unit will be added in Santa Clarita.

DCFS Flexible Funding Second Sequence Proposed Investment: January 22, 2009	FY 2008- 09	FY 2009- 10
Upfront Assessments for High Risk Families and Additional Community Based Services	\$ 2,397,000	\$ 8,726,000
Countywide Prevention Efforts, Such as Differential Response	\$ 0	\$ 6,000,000
Promoting Safe and Stable Families Services	\$ 970,000	\$ 0
Regional Office Community Partnering Support	\$ 90,000	\$ 250,000
Expansion of Team Decision Making (TDM)	\$ 590,000	\$ 1,226,000
Expansion of Family Finding and Engagement – Three YP Units	\$ 543,000	\$ 1,217,000
<b>Total Title IV-E Waiver Second Sequence Proposed Investment</b>	<b>\$ 4,590,000</b>	<b>\$17,419,000</b>



**Los Angeles County Department of Probation  
Flexible Funding Reinvestment  
January 21, 2009**

The Probation Department's Title IV-E Waiver first-year initiatives had an impact on improving the targeted Waiver outcomes. The challenge now is to continue this positive outcome trend. During the first year of implementation, there were lessons learned that will be incorporated into the second-year Waiver planning and sequence. Among these lessons are increased and improved family involvement and more prudent use of our intervention resources. FFT has proven to be an effective intervention for Placement youth and their families. Thus, we will use FFT as well as MST on the front end to keep youth in their families while ensuring the safety of the community.

The following is a brief description of the second sequence strategies/initiatives that will be implemented and/or expanded in Fiscal Years (FY) 2008/09 and 2009/10, using the available flexible funds:

**Prospective Authorization and Utilization Review Unit:** This unit will be established to assist in the decision-making process to match youth and families with appropriate services. This unit will improve consistency in service utilization as referrals to services will be pre-approved, based on whether or not a youth and family meet the specified focus for each service. This unit will be responsible for reviewing the use of each of these services at designated intervals to ensure that there is a systematic approach to the rationale that allows for extended services that may be required to obtain desired outcomes on a case-by-case basis. This will improve Probation's ability to strategically manage available resources and maximize fiscal resources.

**Expansion of Functional Family Therapy (FFT):** In FY 2007-08, Probation leveraged Mentally Ill Offender Crime Reduction – Intensive Case Management (MIOCR-ICM) grant funding to expand FFT services targeting Probation foster care youth and their families. The grant program required that six supervision Deputy Probation Officers (DPOs) support FFT efforts through intensive case management. Placement Aftercare DPOs supported both in-house and contracted FFT service providers by providing intensive supervision using the evidence-based Functional Family Probation supervision model. The MIOCR-ICM grant funding ended in FY 2008-09 however, this grant was, in part, the foundation of our first year initiatives. This initiative will require that the aftercare component continues to serve the Title IV-E program target population. Waiver funding will be utilized, beginning in FY 2009-10, to fund the six DPOs previously funded by the MIOCR-ICM grant program.

Probation added a new program component to this initiative, Parent Daily Reports (PDRs). Waiver funding will be utilized by Probation in FY 2008-09 and 2009-10 to establish an aftercare support service for youth and families. Five Community Workers will complete PDRs for all youth that have transitioned from Group Home and relative/non-relative care back to their homes. PDRs are a component of the evidence-

based Multidimensional Treatment Foster Care (MTFC) program and provide crucial information on a family's progress during the first 60 days of family reunification. The PDRs will allow the DPO of Record and the treatment teams to make appropriate interventions, if needed to support family reunification. It is anticipated that this effort will improve response time to youth and family needs while reducing the percentage of youth that re-enter the foster system and/or fall deeper into the juvenile justice system due to antisocial behaviors that could lead to higher levels of care, such as Camp Community Placement.

**Enhanced Cross-Systems Case Assessment and Case Planning:** In FY 2008-09 and 2009-10, Probation will use unspent FY 2007-08 Waiver allocation funds to cover the increased costs for three Clinical Psychologists contracted with the Department of Mental Health (DMH) to participate on the Cross-Systems Case Assessment and Case Planning Team with three DPOs. This team is charged with conducting cross-systems assessments for youth with a Suitable Placement court order, developing initial treatment plans for these youth, and identifying the most appropriate placement for all youth newly detained on a Suitable Placement court order.

<b>Probation's Flexible Funding Second Sequence Proposed Investment: January 21, 2009</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>
Prospective Authorization and Utilization Review Unit	\$127,000	\$ 513,000
Expansion of Functional Family Therapy	\$ 64,000	\$ 796,000
Enhanced Cross-Systems Case Assessment and Case Planning	\$196,000	\$ 370,000
<b>Total Title IV-E Waiver Second Sequence Proposed Investment</b>	<b>\$387,000</b>	<b>\$1,679,000</b>





County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES


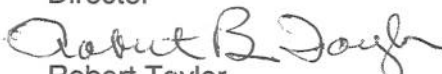
425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

PATRICIA S. PLOEHN, LCSW  
Director

July 16, 2009

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

Board of Supervisors  
GLORIA MOLINA  
First District  
MARK RIDLEY-THOMAS  
Second District  
ZEV YAROSLAVSKY  
Third District  
DON KNABE  
Fourth District  
MICHAEL D. ANTONOVICH  
Fifth District

From:   
Patricia S. Ploehn, LCSW  
Director  
  
Robert Taylor  
Chief Probation Officer

**TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION  
PROJECT IMPLEMENTATION PLAN: PROGRESS/ACTIVITY REPORT TO CALIFORNIA  
DEPARTMENT OF SOCIAL SERVICES**

On June 26, 2007, your Board approved the *Title IV-E Waiver Capped Allocation Demonstration Project (CADP) Implementation Plan, Edition 1, June 21, 2007*, permitting the Department of Children and Family Services (DCFS) and Probation Department (Probation) to make critical changes in the way child welfare services are provided to children and families in Los Angeles County. As part of the CADP and subsequent Memorandum of Understanding (MOU) with the State, we are to provide semi-annual Progress/Activity Reports to the California Department of Social Services (CDSS). Attached is our third semi-annual Title IV-E Waiver Project Progress/Activity Report, covering the January 1, 2009 to June 30, 2009 period, submitted to CDSS on July 15, 2009.

The Departments will submit another update to your Board in approximately six months. If you have any questions, please call us or your staff may contact Armand Montiel, Manager, DCFS Board Relations Section, at (213) 351-5530.

PSP:TM  
LP:pws

Attachment

c: Chief Executive Officer  
Acting County Counsel  
Executive Officer, Board of Supervisors

*"To Enrich Lives Through Effective and Caring Service"*

**Los Angeles County**  
**Department of Children and Family Services and Probation Department**  
**Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project**  
**Progress/Activity Report**  
**January 1, 2009 through June 30, 2009**

**Project Overview and Status**

The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (CADP) continues to provide Los Angeles County with the financial flexibility necessary to make strategic investments in structural and programmatic reforms needed to better serve children and families. As previously reported, these reforms build upon and complement ongoing systemic improvements underway among County Departments and their community partners in Los Angeles County. This progress report provides an update on the status of the Department of Children and Family Services (DCFS) and Probation Department (Probation) implementation priorities between January 1, 2009 and June 30, 2009. Since the implementation of the CADP on July 1, 2007, the total DCFS AFDC-FC caseload has decreased by 16.6% through May 31, 2009 (from 18,304 to 15,274) and has decreased 5.1% since the last reporting period ending December 31, 2008 (from 16,099 to 15,274). The following table details AFDC-FC caseloads numbers by federal and non-federal and placement type:

**DCFS AFDC-FC Caseloads**

	Children in FFH			Children in FFA			Children in Group Home			Total		
	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total	Non-Fed	Fed	Total
Jun-07	2,821	7,603	10,424	1,325	4,097	5,422	1,018	1,440	2,458	5,164	13,140	18,304
Dec-07	2,691	7,112	9,803	1,373	3,971	5,344	879	1,185	2,064	4,943	12,268	17,211
May-08	2,594	6,860	9,454	1,348	3,785	5,133	831	1,143	1,974	4,773	11,788	16,561
Dec-08	2,434	6,682	9,116	1,329	3,759	5,088	877	1,018	1,895	4,640	11,459	16,099
May-09	2,355	6,018	8,373	1,257	3,759	5,016	1,028	857	1,885	4,640	10,634	15,274
% of Change 6/07 to 5/09	-16.5%	-20.8%	-19.7%	-5.1%	-8.2%	-7.5%	1.0%	-40.5%	-23.3%	-10.1%	-19.1%	-16.6%
% of Change 12/08 to 5/09	-3.2%	-9.9%	-8.2%	-5.4%	0.0%	-1.4%	17.2%	-15.8%	-0.5%	0.0%	-7.2%	-5.1%

\*Actual data for June 2009 will not be available until the end of July 2009

**Probation Caseloads for Youth in Group Home Placements**

The reduction in placement caseloads realized by Probation during the CADP was maintained during this reporting period. Between January 1, 2009 and June 30, 2009, the number of youth residing in group homes closely mirrored what was reported in the July 2008 - December 2008 report, with monthly average group home populations ranging from 1,052 – 1,058.

**Department of Children and Family Services – First Sequence Priorities**

After considering the target populations, ease and speed of implementation efforts, and breadth of impact on the desired CADP outcomes, DCFS identified the following three first sequence priorities, which remained operational during the January 1, 2009 to June 30, 2009 reporting period: Expansion of Family Team Decision Making (FTDM) Conferences; Focused Family Finding and Engagement through Pilot Specialized Permanency Units at Three Regional Offices; and Up-front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues.



Expansion of Family Team Decision Making (FTDM) Conferences - As previously reported, DCFS increased the number of FTDM facilitators by fourteen so that regular multi-disciplinary team conferences could be held for children placed in group homes or in foster care for two years or longer with no identified permanency resource. These conferences ensure that a multi-disciplinary team of professionals, family members and caregivers meets regularly to focus on the urgent permanency needs of these youth, and the outcomes from the TDM expansion are encouraging. At the time Permanency Planning Conferences (PPC) were implemented, 1,050 youth who met the criteria for a PPC TDM resided in group home placement. This number of youth in group home placement has decreased to 862, with 94 youth returned to the home of a parent or placed with a relative. PPCs have also resulted in over 100 youth being identified for a lower level of care. Between January 1, 2009 and May 31, 2009, an additional 240 TDM PPCs were held; to date, over 90% of the youth in group home placement who meet PPC criteria have received an initial PPC. As a result, the 14 specialized facilitators will now begin expanding PPCs to include children placed in out of home care for two years or longer with no permanency resource.

Focused Family Finding and Engagement through Pilot Specialized Permanency Units at Three Regional Offices - As previously reported, specialized Youth Permanency (YP) Units were established to target DCFS' older high need youth most at risk of aging out of foster care with no permanent connections. As of June 2009, three regional offices, Metro North, Pomona, and Santa Clarita, were operational and fully staffed with six Children's Social Workers (CSW) and one Supervising Children's Social Worker (SCSW) per office. Due to reduced caseloads and expert training, YP Unit CSWs are better able to establish relationships with the youth and focus their energies on identifying and reconnecting the youth with family.

- The Metro North YP Unit currently serves 79 youth. Of these 79 youth, one returned home, one is under legal guardianship, 10 were placed with relatives, 6 were placed in lower levels of care, 11 have plans of adoption, and 11 have plans of guardianship. Forty-six of the youth currently being served who were previously identified as having no or limited connections with family now have ongoing visits with siblings or other family members, and 16 youth have been placed with siblings with whom they were not previously placed.
- The Pomona YP Unit currently serves 85 youth. Of these 85 youth, 12 youth moved into lower levels of care; in addition, 5 youth were placed with relatives, 3 were reunified with parents, 10 have a plan of adoption, and 14 have a plan of guardianship. Seventy-nine youth who are currently served by the Pomona YP Unit and were previously identified as having no or limited connections with family now have ongoing visits with siblings and other family members.
- The Santa Clarita YP Unit currently serves 55 youth. During the reporting period, one youth has reunified with parents, one successfully exited the system through adoption, 2 have adoption plans, 12 have legal guardianship plans, 2 were placed with relatives, and 12 have moved to lower levels of care. In addition, 37 youth who are currently served by the Santa Clarita Unit and were previously identified as having no or limited connections with family now have ongoing visits with siblings and other family members.

Up-Front Assessments on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues - Up-Front Assessments continue to be conducted on the target population of families with high-risk Hotline referrals; experts in substance abuse, domestic

violence and mental health services provide immediate, comprehensive assessments, and connect families to treatment and ancillary services in the community. These services allow Emergency Response (ER) CSWs to make more informed case decisions, and in many cases, permit children to remain safely in their homes.

As previously reported, DCFS has contracted with SHIELDS for Families to provide up-front assessments for the Compton Office since October 1, 2007. In May 2008, two additional regional offices, Metro North and Wateridge, and the Emergency Response Command Post (ERCP), which handles referrals of child abuse and neglect at night, on weekends and holidays, began implementing and utilizing up-front assessments in a limited fashion, with additional contracted agencies in their Service Planning Areas (SPA). Between November 2008 and April 2009, up-front assessments expanded to the remaining DCFS regional offices; as of April 13, 2009, 40 Family Preservation Agencies have been contracted to conduct up-front assessments and assessments are available to all DCFS regional offices and ERCP. Between October 1, 2007 and June 30, 2009, up-front assessments have been provided to 1,160 families with 4,230 children. These assessments resulted in removals (voluntary and court) for just 131 families.

### **Probation Department - First Sequence Priorities**

Based on Probation foster care trend data, initiative impact on targeted populations, and feedback from stakeholders, Probation is committed to the continuation of the first sequence priorities: Cross-Systems Case Assessment and Case Planning, and Expansion of Functional Family Therapy (FFT). Probation also maintained on-going efforts for two additional CADP initiatives that were identified in Probation's five-year plan: the Restructure of Placement Services and Utilization of Aftercare Support Services.

Cross-Systems Case Assessment and Case Planning (CSA) - was designed to pair mental health clinicians and therapists with Placement Deputy Probation Officers (DPO) to provide integrated and coordinated assessments of delinquency risk and protective factors and mental health functioning of youth ordered Suitable Placement by the Court. CSAs are used to identify treatment service needs and match probationers with appropriate group home providers. During the January 2009 - June 2009 period, it was determined that Probation had no CSA tracking tool in place and was relying on DMH to track CSA data. A review of Probation and Department of Mental Health (DMH) CSA documentation revealed discrepancies in the total number of CSAs conducted prior to this reporting period. Factors related to the discrepancies included:

- Total numbers of CSAs reported by Probation staff, at any given time, relied on the staff's understanding of what numbers/totals they were to report on, calendar year or fiscal year CSA totals.
- At one point, Probation staff confused a DMH CSA sample population number as the total CSAs conducted when reporting out. DMH staff conducted an internal outcomes analysis on the target populations (Placement youth and Placement youth who had received a CSA) and the study consisted of a sample of the total population served. The outcomes study was referenced in the previous progress report. In that report, the total number of youth that received a CSA that was provided was inaccurate due to the confusion between actual served and the sample study.
- Gaps in communication resulted in CSAs conducted primarily on replacements as opposed to "new" Suitable Placement cases, as originally designed. The available



## Progress Activity Report

July 15, 2009

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resources are insufficient to support CSAs for every Placement case, both "new" and "replacement." It is believed that if the CSAs are conducted on "new" cases, the impact will reduce the number of replacements needed and reduce the timelines to reunification. Reducing timelines to reunification will increase the amount of reinvestment realized. The additional resources will support increasing the CSA population to include replacement cases.

To address these issues, Probation implemented a CSA Steering Committee comprised of DMH staff and impacted Probation managers from Title IV-E Management, Placement Administrative Services, Placement Residential Based Services and Placement Quality Assurance. In addition, impacted Supervising DPOs (SDPO) and DPOs are invited to attend Steering Committee meetings to provide input and feedback on all components of the CSA. The Steering Committee is charged with identifying and memorializing all agreements made to increase service delivery, including developing appropriate processes, procedures and policies for the implementation of the daily activities of the CSA program; developing and implementing an MOU between DMH and Probation that outlines roles and responsibilities; developing and/or modifying data tracking tools and developing enhancements to the existing CSA reporting out tool. This effort has enhanced communication between all impacted stakeholders, at every level. Communication improves planning efforts needed to enhance service delivery by identifying gaps in services and needed program modifications and/or enhancements. Additionally, a formalized process supports increasing productivity and efficiency.

DMH reviewed all CSAs conducted and reported that between July 2007 and June 2009, Probation and DMH conducted 901 CSAs; 209 were conducted during the current reporting period. As of June 15, 2009, the CSA team has only conducted CSAs on Placement youth that have a "new" Suitable Placement order.

Expansion Functional Family Therapy - Probation adopted FFT as a first line treatment approach to serve the CADP target populations. As previously reported, research on maintaining and supporting behavior change for troubled adolescents indicates intervention is most effective if promoted within a family context. FFT services are delivered in the home rather than in a clinic or residential treatment setting. Five FFT teams serve our target population; two teams are Probation in-house FFT interventionists, and the remaining three teams are provided by County contracted vendors, Shields for Families and Starview Treatment Center. Probation's two FFT teams began their second year of program implementation in June 2009. Two FFT DPOs (FFT interventionists) were recommended by the FFT National Organization and California Institute of Mental Health to be FFT Site Supervisors, one for each team. Probation management concurred and the two staff were enrolled in FFT mandated Site Supervisor Training. Staff completed the first of three trainings in June 2009. Probation has continued to use a blended funding strategy to cover program costs, utilizing IV-E reinvestment dollars and Medi-Cal. During the CADP project period, Probation has provided FFT services to 414 youth and families. Of these, 90 youth and families began receiving FFT services during the January 2009 – June 2009 project period. Youth identified for program participation were Probation Placement youth previously residing in congregate care who were released to the care and custody of their parents with FFT services.

In the July 1, 2008 - December 31, 2008 Progress/Activity report submitted to CDSS, Probation provided FFT program effectiveness findings experienced in the first year of the CADP. The findings reported were the result of two sets of analyses. The first set of analyses compared all

youth who were discharged from FFT, and the second set of analyses compared all youth who successfully completed FFT. Both groups were measured against a comparison group. For purposes of program evaluation, the comparison groups consisted of Probation youth who closely resembled/matched the FFT groups on demographics and Suitable Placement involvement. In June 2009, Probation began a second year, two-pronged analyses; one analysis will provide an update on the status of the treatment and comparison groups in the initial study, and the second analysis will be completed on youth and families that meet the original study criteria that received services in the second year of the CADP. Probation will provide these outcome findings in the next report to CDSS.

Restructure of Placement Services - At the onset of the CADP, Probation began to restructure the Placement Services Bureau in an effort to enhance service delivery to youth and families and meet program goals. The Department has made numerous changes in the way business is conducted. While some changes represent incremental reforms to the system, others represent a sizable attempt to improve the overall system. Changing the culture of the workforce and impacted stakeholders is complex, requiring change on many different levels as well as up-front planning.

Three efforts that have supported restructure efforts: the development and implementation of a Placement Restructuring Steering Committee, a Probation Placement Practice Model, and weekly Placement Services Bureau Management meetings. The Steering Committee is charged with assisting in the identification of needed system improvements and administrative infrastructure needs. Due to the time required to implement some of the identified internal system improvements coupled with a Department wide reorganization of executive administrators in April 2009, the Placement Restructuring Committee was placed on a temporary hiatus. It is anticipated that this committee will reconvene in late 2009.

Casey Family Programs continues to support the Department's restructuring efforts by providing consultant services focused on the development and implementation of the Department's Placement Practice Model initially developed in 2008, with most recent revisions made in June 2009 (Attachment I). The Practice Model is a day-to-day work guide that: describes practice from case opening to case closure; and outlines practice principles, practice sequences and techniques. Further, the Practice Model is an organizational ideology that includes definitions and explanations regarding how staff is to partner with stakeholders in the delivery of services to achieve positive outcomes for youth and their families. This is a living document in that processes, procedures and protocols will require constant change resulting from a number of factors, including local, state and federal child welfare reform efforts; modifications to existing Title IV-E regulations and fluctuations in the economy.

Weekly Placement Management Meetings focus on the development of an assignment matrix that helps assess efficiency, re-deploy resources, define roles and ensure the synergistic effort of the entire team with a view towards meeting our stated goals. These meetings are also geared to strengthen strategic planning efforts, identify the most effective approaches to deliver outreach services, and ensure that youth and families are being served in an effective, productive and appropriate manner.

Utilization of Aftercare Support Services - Placement Aftercare Community Transition Services (PACTS) is responsible for two units of operation, an in-house FFT Unit and a Functional Family Probation/Parole (FFPP) Unit. The PACTS operation continued to provide critical overall



support to the youth and families that enrolled in FFT and ensured that youth experienced a seamless transition from the group home to community. In June, 2009, two DPOs completed the first of three trainings required to become FFT site supervisors. It is anticipated that they will complete all three mandatory trainings by the end of August 2009.

FFPP is an evidence based case management practice for juvenile justice workers who are charged with supervision of youth in a community setting. Traditional supervision models are commonly set up to monitor only adjudicated youth. FFPP's primary strength is in employing the support of family and/or community members. By strengthening the family support system, the FFPP practice model greatly increases the likelihood for long term success for the youth and families Probation serves. FFPP is a supervision model based on the principles of FFT. FFPP DPOs work with families to address the role each member has in generating, and ultimately resolving, "problem behavior." Early interventions reduce blame and negativity among family members and instill hope for change. FFPP works through the following phases: engage and motivate; support and monitor; and generalize.

All FFPP unit staff completed the required FFPP training in January 2009. To be FFPP model adherent, Probation FFPP staff must participate in mandated scheduled interactions with a certified FFPP contracted consultant, including: weekly conference calls, SDPO conference calls and in-person trainings. Additionally, FFPP maintains a program requirement that each SDPO accompany the DPOs of record to weekly home visits to observe the DPOs implementation of FFPP. This helps familiarize the SDPO with individual cases and each DPO's style to better supervise staff utilizing the FFP model.

All DPOs completed the initial FFPP training in January 2009. On the recommendation of the FFPP consultant, cases assigned prior to the FFPP training will not be supervised using the FFPP case management model, as it would not be effective to change modalities in the middle of working with a case. All new cases assigned after January 2009 are supervised using the FFPP case management model. In June 2009, FFPP DPOs carried caseloads between approximately 16 to 24 cases, and during this reporting period, the FFPP DPOs provided FFPP supervision to approximately 58 youth and families. An effort has been made to terminate or transfer eligible non-FFP cases to make space for new cases with the goal of caseloads comprised exclusively of FFP cases. Percentages of FFP cases per caseload vary greatly from unit to unit, as some DPOs have received more new cases due to being fairly new to PACTS.

### **Second Sequence Priorities**

Based on the success of first sequence priorities and input from our community partners and stakeholders, the Departments established their plans for FY 2008-2009 and FY 2009-2010, as detailed in the, *Title IV-E Capped Allocation Demonstration Project (CADP) Implementation Plan, Edition 2, February 3, 2009* attached (Attachment II). The Board of Supervisors approved this second sequence plan and the authority to hire staff positions to support the expansion and/or implementation of Waiver strategies on February 3, 2009.

### **Department of Children and Family Services - Second Sequence Priorities**

As per the plan, in addition to the three first-sequence initiatives detailed above, DCFS expanded and/or implemented the following second sequence initiatives:

## Progress Activity Report

July 15, 2009

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Promoting Safe and Stable Families (PSSF) – For FY 2008-2009, DCFS utilized approximately \$970,000 in Waiver funds to restore federal cuts made to Promoting Safe and Stable Families (PSSF) Programs, including Family Support, Family Preservation, Time-Limited Family Reunification Services, and Adoption Promotion Services and Support (APSS). Utilizing these funds has allowed the contract providers to continue to provide the full array of contracted services in the period from July 1, 2008 to June 30, 2009. Without these funds, DCFS would have had to reduce contracts for these services in the middle of the contract year.

Countywide Prevention Efforts, Such as Differential Response – DCFS earmarked \$6 million for prevention strategies starting in FY 2009-2010. One of the funded strategies for which \$3.76 million has been allocated is a second year of the DCFS Prevention Initiative Demonstration Project (PIDP) which was approved by the Board of Supervisors on June 9, 2009 (see PIDP section below for information on the first and upcoming second year of PIDP). The second funded prevention strategy, currently under development and for which \$1.5 million has been allocated, is Los Angeles County's implementation of Differential Response Path One. Differential Response Path One will connect Child Protection Hotline "evaluated out" referrals/families to voluntary services and resources. The goal of this initiative is to reduce the Hotline re-referral rate for these families and to prevent them from becoming open referrals due to child abuse and neglect. The earliest projected implementation date for the effort is October 2009.

Regional Office Community Partnering – Waiver funding will be provided to DCFS regional offices to promote collaboration via events to deepen the work with community partners on key reform issues and expanding prevention services, such as eliminating racial disproportionality and disparity, increasing child safety and reducing timelines to permanency. DCFS has identified a Program Manager for this effort and prepared draft policy instructing regional offices on the protocol to access Community Partnering funds.

### **Probation – Second Sequence Priorities**

Probation received approval from the Board of Supervisors to implement a program enhancement for the existing program priority, Expansion of FFT, and establishment of a third program priority, Prospective Authorization and Utilization Review.

Expansion of FFT Program Enhancement - Probation received CEO approval to hire staff responsible for the implementation of FFT program enhancement, Parent Daily Reviews (PDR). PDRs are a component of the evidence-based Multidimensional Treatment Foster Care program. Community Workers will conduct PDRs for all youth that have transitioned from group home care to the community. They support supervision by providing crucial information on a family's progress during the first 60 days of family reunification. The PDRs will allow the DPO of record and the treatment teams to make appropriate interventions, if needed, to support reunification. It is anticipated that this effort will improve response time to youth and family needs while reducing the percentage of youth that re-enter the foster care system and/or fall deeper into the juvenile justice system due to antisocial behaviors that could lead to high levels of care such as Camp Community Placement.

The Prospective Authorization and Utilization Review Unit (PAUR) - Probation received CEO approval to hire staff responsible for the implementation and daily operations of the PAUR program. PAUR will be established to assist in the decision making process to match youth and



families with appropriate services, improving consistency in service utilization, as referrals to services will be pre-approved, based on whether or not a youth and family meet the specified focus for each service. This unit will be responsible for reviewing the use of each of these services at designated intervals to ensure that there is a systematic rationale that allows for extended services that may be required to obtain desired outcomes on a case-by-case basis. This will improve Probation's ability to strategically manage and maximize available resources. In April 2009, a Probation Director was identified to implement the unit and begin working with Department managers to identify and develop the implementation strategies required so that operations could run smoothly once staff was identified. Staff recruitment efforts are underway.

### **Project Administration/Fiscal Management/Implementation Activities**

**Planning/Oversight Efforts** – DCFS and Probation Waiver Teams continue to work in concert and participate in regular Waiver Management Team meetings to provide project coordination and updates and discuss next steps. Both Departments attend bi-monthly implementation meetings with Casey Family Programs and monthly County Steering Committee meetings with the CEO and have made numerous presentations to the Board of Supervisors, Justice and Children's Deputies, Children's Commission and CEO.

**DCFS** - Based on feedback and requests from DCFS regional staff, community partners and other stakeholders, rather than sponsoring one large, centralized community stakeholder meeting as in years past, DCFS convened five regional "Strengthening Community Partnership" events in May. Over 1,000 individuals participated, discussing partnership successes and challenges and planning next steps to keep the partnership momentum going. In addition to the convenings, DCFS continues to be involved in the following planning/oversight efforts specific to its project priorities:

- **Monthly Waiver Coordinator Check-In Call with CDSS** – The DCFS Waiver Coordinator participates in monthly conference calls with Alameda County's Waiver Coordinator and CDSS Waiver Managers.
- **DCFS Executive Team**, led by the Director, meets weekly; the Waiver Coordinator provides updates, and upper level administrators discuss CADP activities, status and challenges.
- **DCFS Waiver Team** meets on a regular basis to discuss progress of CADP initiatives and day-to-day operations.
- **State/County IV-E Fiscal Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties are held to discuss fiscal issues.
- **State/County IV-E Evaluation Workgroup** - Periodic conference calls led by CDSS with Los Angeles and Alameda Counties, and stakeholders, are held to discuss evaluation issues.
- **Family Team Decision Making Roundtable** – The TDM Manager meets on a monthly basis with TDM facilitators countywide to address policy, practice and operational issues and often provides training and implementation of new initiatives related to TDM.
- **PPC/TDM Facilitators** – The PPC Manager meets monthly with the PPC facilitators to address implementation of PPCs and outcomes related to PPCs held for youth in out of home care with no identified permanent plan.
- **Youth Permanency Implementation Workgroup** met bi-weekly to address policy and practice issues and expedite implementation of the YP Units. Effective July 10, 2009, this Workgroup will be folded into a newly formed "Permanency Committee," which will address permanency issues across the Department while continuing to support the YP Units.

- **Centralized Up-front Assessment meetings** occur monthly to address up-front assessment implementation, data collection and outcomes evaluation. As up-front assessments have rolled out to the regional offices and ERCP, localized meetings have also been established. Meetings also take place with contracted up-front assessment providers on a monthly basis.
- **Residentially-Based Services (RBS) Collaborative** continues to meet regarding a redesign proposal for residential care for DCFS youth. Once the RBS plan is implemented, the RBS Workgroup will reconvene to continue its oversight of RBS reform
- **Other Meetings** are ongoing with the Children's Commissioners, Board Offices, and CEO budget analysts specific to DCFS project components.

**Probation** - In April 2009, Probation began a significant executive reorganization due to the retirement of two of three Probation Deputy Directors in early 2009. This prompted inter-department promotions and a shift in management at various management levels including Deputy Director, Bureau Chief, Director, and Supervising Deputy Probation Officer. The CADP program priorities and Title IV-E related support efforts primarily fall under the jurisdiction of the Placement Services Bureau, and during the current reporting period, the reorganization had a sizable impact on this Bureau.

Probation facilitates and participates in the following project planning/oversight meetings specific to its project priorities:

- **Weekly Expansion of Functional Family Program Priority Steering Committee meetings** are held to enhance service delivery, ensure appropriate data is shared in a timely manner, identify capacity needs and strategically plan for outlying years.
- **Weekly Cross-Systems Assessment and Case Plan Program Priority Steering Committee meetings** are held to identify gaps in service and identify program needs to fill gaps, ensure appropriate processes and procedures are in place to meet outcomes, identify needs of all impacted stakeholders to ensure that the program is addressing critical needs, and to strategically plan for outlying years.
- **Weekly Probation Management Meetings** to help guide implementation of the Placement Service Bureau's Initiatives. The CADP is a bureau initiative and compliance to all Title IV-E rules and regulations are mandated and monitored by the bureau.
- **Monthly Group Home Provider Meetings** are held to address communication needs under the Waiver environment, facilitate communication of the CADP Plan to Probation's group home providers and provide feedback on barriers, successes and opportunities.
- **Quarterly Group Homes Administrators Meetings** are held to increase communication during the Waiver project period.
- **Bench Officers Meetings** are convened to inform Delinquency Bench Officers of the progress of Probation Waiver efforts and to receive feedback from the bench that could be included in ongoing efforts to improve services and move system improvements forward.
- **Monthly conference calls** are held with the CEO and DMH regarding Title IV-E administrative and operational needs of all Probation Waiver initiatives.
- **Monthly conference calls** or formal meetings are held with a Casey Family Programs consultant for Probation's Practice Model that impacts Waiver efforts.
- **Monthly conference calls** are held with Casey Family Programs regarding Probation Waiver efforts and/or needs.
- **Other Meetings** are ongoing with the Children's and Probation Commissioners, Board Offices, and CEO budget analysts specific to the Probation project components.



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Specific Program and Policy Changes – **DCFS** policy has been revised to address the use of Permanency Planning Conferences in each of the Department's regional offices; the implementation of up-front assessments in all DCFS regional offices and the Emergency Response Command Post (ERCP); and the operation of YP Units in three DCFS offices. As previously stated, draft policy addressing the use of Regional Office Community Partner funds has been written as well.

**Probation** has made the following significant program and policy changes aimed at supporting CADP and enhancing service delivery to CADP target populations:

- Historically, youth on a Suitable Placement order were detained in one of three Department-operated Juvenile Halls. As of April 2009, detained youth on a Suitable Placement order are housed in one Department-operated juvenile hall, Central Juvenile Hall. This action required numerous program and policy changes Department-wide as the change impacts the daily operations of institutions, Placement Services and transportation. The change expedites service delivery in areas including, but not limited to: meeting with youth face-to-face, accessing case records, completing case process requirements, coordinating placements, and expediting outside agency process mandates for group home providers, DMH and Health Services.
- As of June 2009, the Department agreed that Placement Services Bureau staff would be moved in an effort to increase service delivery. Staff slated to relocate include the Placement Unit comprised of twelve staff responsible for Cross-System Assessments and youth movement coordination (detained youth to be moved to group home care). As of May 2009, one staff was co-located to work with the DCFS Revenue Enhancement Section responsible for various components of eligibility processing and financial reconciliation.

### Challenges and/or Technical Assistance Needs

**DCFS** has experienced the following challenges in implementing CADP priorities during this reporting period:

- Shortage of staff required to monitor and oversee all aspects of up-front assessment implementation.
- Lack of an automated system to track expenditures and revenue in more detail, requiring DCFS to create manual spreadsheets to accurately identify and track data and funding sources.

**Probation** has experienced the following challenges in implementing the CADP during this reporting period:

- Inability to obtain additional required CADP expenditure information, specifically funds used for Wraparound Services. Probation, through its collaboration with DCFS, has obtained detailed expenditure reports for Wraparound and Placement, and an exhaustive interdepartmental DCFS/Probation data reconciliation is currently underway. This reconciliation will allow for the tracking and monitoring of accurate expenditure data beginning in FY 2009-2010. In an effort to ensure optimal data accuracy, DCFS and Probation continue to work together to continuously improve their information-sharing and data reconciliation methods.

- Difficulty reconciling Probation records and accessing Child Welfare Services/Case Management Systems (CWS/CMS) data, requiring a significant workforce effort for Probation.
- Lack of an automated system to track Probation Placement expenditures, requiring Probation to create separate spreadsheets to accurately identify and manually track data for each Placement case and all case activity to identify projected assistance payment costs and/or reductions as well as numerous trend data.

#### **New Initiatives and/or State Waiver Related Program Activities - DCFS**

Prevention Initiative Demonstration Project (PIDP) – As previously reported, on February 26, 2008, DCFS' \$5 million PIDP was approved by the Board of Supervisors through June 30, 2009. Eight contracts were approved to establish lead agencies in each of the Service Planning Areas (SPA). The PIDP was initially a 12-month project, but DCFS obtained an additional four months of time for the lead agencies and their DCFS regional partners to fully develop and implement their prevention strategies and initiatives. All lead agencies implemented their plans in July 2008. The evaluation of PIDP is conducted through a collaborative of Casey Family Programs, First 5 LA, and Dr. Jacquelyn McCroskey of the University of Southern California. The goals of the evaluation are threefold: identify best practices which can be replicated countywide; identify successful leveraging strategies between and within the Community Based Organizations, County agencies and private business; and provide DCFS with results to be used to restructure current contracting processes to become more client delivery focused. A mid-year evaluation of the Project was completed in January 2009, to look at initial promising best practices that were emerging from the first six months of implementation, and the final evaluation is expected to be available no later than August 2009. On June 9, 2009, the Board of Supervisors approved a second year of the PIDP, with a start date of July 1, 2009. Second year funding comes from two sources: \$1.24 million from the Los Angeles CEO's Services Integration Branch (SIB) and \$3.76 million from Waiver reinvestment funds.

Intensive Treatment Foster Care (ITFC)/Multi-dimensional Treatment Foster Care (MTFC) – DCFS continues to make efforts to expand the number of ITFC and MTFC beds available for appropriate youth. However, due to the behavioral and emotional problem of youth served by these programs, recruiting interested, appropriate foster parents continues to be challenging. Three agencies each have been contracted to provide ITFC and MTFC beds, and DCFS intends to conduct Procurement by Negotiation to expand both programs. As of June 25, 2009, 30 beds are available, and 18 youth are placed in these ITFC and MTFC homes. Between the two programs, 17 additional beds are in development in various stages of certification.

Residentially-Based Services (RBS) Reform - The RBS Collaborative has finished working with its RBS consultants, DMH, Community Care Licensing (CCL), and provider agencies on an implementation plan, which was submitted to CDSS in June 2009 and includes the Voluntary Agreement, Funding Model and Waiver Request. Three provider agencies (Five Acres, Hathaway-Sycamores and Hillside) have been selected to implement the RBS Project, which will initially target any RCL 12-14 eligible DCFS youth already placed in the three providers' residential campuses. These agencies will complete their RBS unit conversion and identify potential unit conversion youth in August 2009. The Los Angeles County Evaluation Subcommittee and the CWS/CMS Workgroup continue to develop a baseline data methodology



to compare youth before and after RBS. The Child and Adolescent Needs and Strengths – Child Welfare (CANS-CW), Youth Services Survey and Youth Services Survey-Families were discussed and reviewed and will be used to collect data to measure RBS Project outcomes (permanency, child safety and child well-being) for evaluation and quality improvement. Division Chief Dr. Michael Rauso will begin discussions regarding implementation of the RBS Project with DCFS 18 office Regional Administrators in July 2009. In addition, RBS Project training curriculum will be finalized, and conjoint training will be provided to DCFS and the three provider agencies staff in July 2009.

#### **Additional County Effort that Supports the Outcomes of the CADP – DCFS and Probation**

Increased attention has been focused on court-involved youth in both the child welfare and juvenile justice systems. This population, commonly known as "crossover youth," is the focus of a Child Welfare and Juvenile Justice Breakthrough Series Collaborative (BSC) sponsored by Georgetown University and Casey Family Programs. This BSC involves seven jurisdictions, including Los Angeles County, and utilizes a quality improvement methodology designed to enable participating teams to make dramatic improvements in a focused practice area (crossover youth) over a short period of time. The intention of a BSC is not to create an entire new body of knowledge, but to fill the gap between what has been identified as best practice and what is actually practiced in the field.

The Los Angeles team is headed by our Senior Leaders Team: Judge Michael Nash, Juvenile Court; Chief Robert Taylor, Probation Department; and Director Trish Ploehn, DCFS. Over the past nine months, the Senior Leaders, along with our Core Team comprised of a parent, youth and representatives from DCFS, Probation and DMH, have been engaged in learning the BSC methodology. The methodology is designed to help participating jurisdictions quickly test and fully implement best practices that are designed to drive system integration efforts which can be sustainable over time. The BSC method for attaining system improvement for crossover youth is achieved through learning sessions conducted by faculty members of the Center for Juvenile Justice Reform at Georgetown University. Learning is also achieved through participation in monthly "All Collaborative Conference" calls involving the seven jurisdictions, and the sharing of information through an Extranet website. These learning opportunities provide a platform for the jurisdictions to design and implement precise "small tests of change" that are tested, studied and retested for spread within the target area.

The BSC is grounded in a "Change Package." The Change Package identifies six broad system components necessary for improving child welfare and juvenile justice agencies' practices. The goal is to achieve system change through "small tests of change" driven by rapid Plan-Do-Study-Act (PDSA) cycles. PDSA cycles are the foundation of the rapid changes that are witnessed in a BSC. Instead of spending weeks, months, or years planning for massive system reform efforts, teams are encouraged to test ideas rapidly. The Los Angeles team has centered its effort and PDSAs around active engagement of family and youth in the planning, decision-making, and treatment/recovery process. Some of the small tests of change conducted around our PDSAs include: improved school/home connection through the Team Decision Making (TDM) process, transition of a dual status youth to camp through the multidisciplinary team (MDT) process, parent and youth satisfaction surveys, and a community forum on improving outcomes for crossover youth.

Our greatest reform efforts have resulted from the community forum PDSA small test of change. This forum generated other PDSAs, one of which has resulted in the establishment of a dedicated unit for crossover youth in detention located at Central Juvenile Hall. The crossover youth selected the unit name and participated in the unit's program design. Future small tests of change will address the pressing issue of disproportionate minority confinement (DMC). We are presently preparing PDSAs to address DMC that will involve a "cultural broker" in the MDT assessment in order to improve our decision-making outcomes. DCFS and Probation will also be mapping, identifying, and evaluating decision-making points to impact DMC.

**What Have We Learned** - Through the BSC learning sessions, ongoing information sharing by participating jurisdictions, and learning from the PDSAs, we have begun to develop a more effective practice model and continuum for the care and treatment for crossover youth. The following four lessons now inform our practice:

- Having youth involvement is essential for identifying areas of concern to drive system improvement efforts. Therefore, we must embrace the concept and practice of youth participation within our administrative and programmatic planning efforts.
- Having parents with previous experience in the child welfare and juvenile justice system to mentor and match with current parents of court-involved youth facilitates and enhances parental engagement and motivation to change.
- Having the opportunity to hear our youth's stories through their voices provides us with empathic insight into their past and a greater understanding of what is important to help change their futures.
- With evidence-based principles and practices as our foundation and with youth voices guiding our implementation, we now have a more rounded and focused system of treatment and care to drive improved outcomes for crossover youth.

The BSC started in July of 2008 and will conclude in September of 2009. Over the next four months we will concentrate our efforts on continued development of our Elite Family Crossover Unit and in replicating the best practices that have resulted from the studies of our PDSAs and learning sessions. We anticipate integrating the work of the core team with the AB 129 Pilot. By integrating our efforts, we will be better able to sustain the practice model that has emerged from our involvement with the BSC and leverage resources and expertise, thereby increasing the likelihood of achieving system improvement for crossover youth.

### **Direct Services Activities**

As detailed in earlier sections of this report, during the past six months **DCFS** has continued to provide direct services to children and families under its priority initiatives. FTDM has been expanded to provide PPCs to youth in group home care in an effort to expedite permanency for these youth; 922 PPCs have been conducted for identified group home youth during the Waiver period. YP Units have been staffed, and social workers in these units are carrying reduced caseloads in an effort to locate and connect high need youth with permanency resources. These units currently serve over 200 youth. Since 2008, 1,160 families with 4,230 children have been provided with up-front assessments of substance abuse, domestic violence and/or mental health issues in DCFS regional offices and the ERCP. The PSSF programs, with their full

allocation intact, have been allowed to provide the same level of services to their intended target populations as in the previous year. Actual fiscal year ending counts of numbers served for each program will not be available until the next reporting period.

As detailed in earlier sections of this report, during the past six months **Probation** has continued to provide direct services to children and families under its priority initiatives. Probation and DMH have conducted a total of 901 Cross-System Assessments; 209 were completed between January and June 2009. Probation and contracted vendors provided FFT services to 414 youth and families; of this number, 90 youth and families began receiving services during this reporting period. Fifty eight youth and families successfully completed the FFT program during this reporting period. The Probation FFPP DPOs provided FFPP case management services to 56 youth and families; of these, six have completed the FFPP supervision program requirements.

### **Evaluation Activities**

During May 2009, Charlie Ferguson, Ph.D., conducted the third in a series of focus groups and key participants interviews with all levels of DCFS staff. The purpose of the interviews was to determine whether changes in the funding structure for foster care will result in changes in the functioning of County child welfare systems that lead to improved outcomes for dependent and delinquent children and their families.

As stated in previous Waiver Progress Reports, DCFS, in conjunction with Casey Family Programs and Dr. McCroskey, are evaluating the Los Angeles Prevention Initiative Demonstration Project (PIDP) and Point of Engagement (POE). The evaluations of POE and PIDP are similar enough that many data collection tasks can be merged – especially since the prevention evaluation built on the original POE evaluation. On April 20, 2009, DCFS held its second PIDP-POE Learning Session with over 150 attendees from a diverse group of public and private sector agencies and communities. Representatives from the different Service Planning Areas (SPA) convened during afternoon breakout learning sessions to discuss, compare and contrast their experiences in implementing new strategies to prevent child abuse and neglect in the different regions of Los Angeles County. The final PIDP Evaluation Report is scheduled to be completed by August 2009.

As a result of Probation's inability to access CWS/CMS data and because juvenile justice systems have not historically warehoused needed project evaluation data, technological system enhancements are necessary and will promote the ability to draw down baseline and outcome data. Probation has incorporated many of the Waiver data needs into a "new" department automated system that was implemented in March 2009. However, due to the complexities of the new system, several issues were identified that must be addressed in order for the system to deliver data in an accurate and appropriate manner. IT and the Placement Services Bureau are working together and addressing the issues that have been identified. It is anticipated that the new system will be able to capture the number of active placement youth, number of closed placement cases, average length of stay in out-of-home care, number of placement episodes, number and type of outreach services provided for each case, and assistance payment costs for all Probation Placement youth once all IT issues are resolved. Additionally, Probation has continued to work with DCFS and the State Evaluator in identifying data that are currently available and needed data enhancements. Probation has been working with the State



Evaluator in conducting both internal focus groups and surveys to identify baseline data for the evaluation.

**Expenditure Narrative Based on Claiming Submissions**

DCFS expanded the following initiatives/strategies utilizing available flexible funds under the Waiver: Family Team Decision Making, Up-front Assessments, and Family Finding and Engagement. For the period of January 2009 to June 2009, the total amount of expenditures incurred for these initiatives/strategies is \$2,022,829. This amount includes salaries and employee benefits in the amount of \$1,560,303, Indirect Costs in the amount of \$390,076, and Contract Services of Upfront Assessment/Family Preservation Expansion in the amount of \$72,450. These expenditures will be reflected in our third and fourth quarter's claims for Fiscal Year 2008-09.